Government of the Northwest Territories

Combined 1998 and 1999 Public Service Annual Report

Northwest Territories
Financial Management Board Secretariat

Message from the Chairman

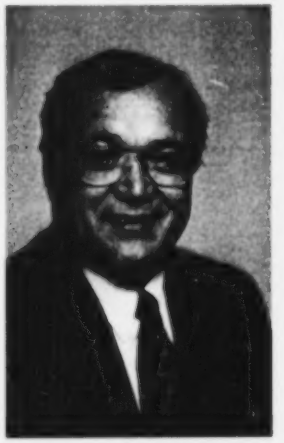
The Public Service Annual Report provides information on the management and direction of the Government of the Northwest Territories' (GNWT) workforce. In accordance with the Public Service Act, this information on the GNWT Public Service is to be reported to the Legislative Assembly. This is the combined 1998 and 1999 Annual Report for the Public Service of the Northwest Territories. During this time, the GNWT underwent significant change. I would like to commend the former Chairmen of the Financial Management Board, Mr. John Todd and Mr. Charles Dent, for their leadership during this time of historic change.

The preparation for and the actual creation of two new territories was the most significant event, not only during this reporting period, but also in the history of the GNWT Public Service. It was understood that this event would present substantial challenges for all GNWT employees. These challenges included maintaining a competent and skilled GNWT workforce while at the same time working with the new Government of Nunavut to ensure a smooth transition of employees, programs and services.

In anticipation of the creation of two new territories the GNWT also embarked on a major initiative, the move to a modern, gender neutral job evaluation system and pay plan for unionized and excluded employees.

To allow both Public Services to attract and retain qualified employees, the GNWT undertook the development of a new job evaluation system and pay plan. These plans allow both governments to identify the value of jobs and pay competitive salaries. This new job evaluation system and pay plan became part of the collective agreement and is currently in place for both the GNWT and Government of Nunavut employees.

The GNWT also undertook in 1998 and 1999, the development of an integrated human resources and payroll system. Not only did the new system ensure the GNWT was Year 2000 compliant, but it provided a state of the art system that better serves the needs of both the organization and employees.



The Honourable Joe Handley

Note: The sources for all statistics in this report are the Human Resource Management System (HRMS) and the GNWT Financial Information System (FIS), unless otherwise indicated. This report does not include statistics or information related to the Northwest Territories Power Corporation, the Workers' Compensation Board of the Northwest Territories and Nunavut, or the Public Service Health and Social Services Boards, unless otherwise indicated.

The Worker's Compensation Board and the Northwest Territories' Power Corporation have been removed from the Public Service Annual Report since they both produce their own annual reports and are no longer connected to the GNWT Human Resource Management System. Not all of the Health Boards were on the Human Resource Management System during the period covered by this Report. Therefore, in the interest of accuracy and consistency of comparable data, the Health Boards were not included in this Report due to the unreliability of the employee and cost data. It is estimated the Health Boards make up approximately 19% of the Public Service, with WCB at just over 2% and the Northwest Territories' Power Corporation at just under 8%.

If you have any comments about this report, please contact the Director, Labour Relations and Compensation, Financial Management Board Secretariat, Government of the Northwest Territories, P.O. Box 1320, Yellowknife, NT, X1A 2L9, (867) 920-8900.

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Government Initiatives

The Creation of Two New Territories

As a result of the passing of the *Nunavut Act* on June 10, 1993, two new territories were to be created. On April 1, 1999, history was made and the political geography of Canada was changed. The Government of the Northwest Territories ensured the transfer of employees from the GNWT to the Nunavut Government was as smooth as possible. With the creation of Nunavut several initiatives had to be undertaken.

Assets and liabilities had to be allocated equitably between the two territories. This resulted in the negotiation of the Agreement on Division of Assets and Liabilities, based on The Report and Recommendations for Division of Assets and Liabilities of the Government of the Northwest Territories as of March 31, 1999. To facilitate the transfer of employees to the Nunavut Government, amendments were made to the *Public Service Act*, *Union of Northern Workers Act* and the *Northwest Territories Teachers' Association Act*.

A litigation agreement was also negotiated to address any outstanding grievance, arbitration or other legal actions undertaken prior to the creation of Nunavut.

Other initiatives undertaken related to the creation of the two new territories included the move to the Hay Job Evaluation System, the development of a universal pay plan for unionized and excluded employees, and a variety of training initiatives aimed at ensuring that the two new territories would have qualified individuals for current and newly created positions.

Hay Job Evaluation System

Effective April 1, 1998, the gender neutral Hay Job Evaluation System was implemented for all bargaining unit and excluded employees. Details on the new Hay Job Evaluation System are provided later in the Job Evaluation section of this Report.

Code of Conduct

An internal review of the GNWT's conflict of interest provisions for Public Service employees began in 1999.

This review identified the need to develop a new code of conduct for Public Service employees. Consultation with employees to receive their input regarding the proposed Code of Conduct is scheduled for the year 2000.

Nurses' Temporary Market Supplement

In 1999 the international shortage of nurses began to have a significant impact on the delivery of health care in the Northwest Territories. Attracting new nurses to the NWT and retaining the existing nurses presented the GNWT with significant

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challenges. To address the issue, a Memorandum of Understanding (MOU) was negotiated with the Union of Northern Workers (UNW). The MOU allocated three million dollars over two years for attracting and retaining nurses.

The Department of Health and Social Services began developing a plan to deal with the nursing shortage that includes training northerners to fill health care positions. In addition to the temporary market supplement, several term positions were established to provide nurse education, mentoring and orientation to nurses and build on and add to existing territorial initiatives.

Changes to the Public Service Superannuation Act (PSSA)

GNWT employees participate in the Federal Government's Superannuation pension plan. In 1999, a number of changes were made to the PSSA by the Federal Government, including a dramatic increase in employer contribution rates.

As a result of this change, the GNWT's contributions to PSSA, on behalf of its employees, will increase from matching contributions (7.5% of salary) to 2.14 times employee contributions (16% of salary) effective April 1, 2000. As this will increase GNWT costs by approximately $13,000,000 per year, the GNWT will explore alternative pension arrangements.

Human Resource Management System (HRMS)

To replace the outdated, legacy Human Resource and Payroll systems software, the GNWT purchased a new integrated human resource and payroll system. The new PeopleSoft system also ensured year-2000 compliance of its Payroll and Human Resource System.

Many challenges were overcome during the development and implementation of the project, which occurred throughout 1998 and during the first half of 1999. The new system was successfully implemented in July 1999.

Employee Salary and Benefits

The GNWT continued to support the hiring of northerners, both through its staffing policies and in its compensation plan.

In 1999, the GNWT negotiated a new collective agreement with the Union of Northern Workers (UNW). This agreement included the move to the gender neutral Hay Job Evaluation System. With the new evaluation system a new pay plan was negotiated that provided salary increases of 2% to 31%, and improvements to the Northern Allowance effective April 1, 1998. For 1999-2000 the agreement provided for an additional 1.8% increase to pay.

In 1999, the GNWT began negotiations for a new collective agreement with the Northwest Territories Teachers' Association (NWTTA). By the end of 1999 no agreement had been reached.

To provide adequate health care to all Northerners, the GNWT signed a Memorandum of Understanding with the UNW for a Nurses' Temporary Market Supplement.

Cost of the Public Service

The Public Service Annual Report tracks costs on a calendar year basis. The creation of two new territories took place partway through the 1999 calendar year. The Summary of Employee Salary and Benefits table to the right outlines the cost of the Public Service in the 1998 and 1999 calendar

Summary of Employees' Salary and Benefits

(does not include Northwest Territories Power Corporation, WCB, or the Health Boards)

	[illegible]	[illegible]
SALARY		
Base Salary and Wages	$209,489,000[1]	$191,894,000
Overtime	6,291,000	6,206,000
Call Back	293,000	272,000
Miscellaneous Pay	825,000	412,000
Standby	361,000	358,000
Shift Premium	276,000	273,000
Total Salary	$297,530,000	$199,405,000
ALLOWANCES		
Northern Allowance	19,675,000	15,815,000
Bilingual Bonus/Language Allowance	1,203,000	916,000
Education Allowance	771,000	155,000
Total Allowances	$21,647,000	$16,886,000
PENSION AND HEALTH CARE		
Superannuation	13,307,000	$11,314,000
Employment Insurance	6,607,000	5,300,000
Canada Pension Plan	5,160,000	4,918,000
Workers' Compensation	1,196,000	849,000
Disability Insurance	1,732,000	1,371,000
Dental	2,413,000	2,304,000
PSHCP	1,327,000	1,105,000
Sub (Maternity/Adoption)	624,000	524,000
PSMIP	698,000	605,000
Total Pension and Health Care	$33,224,000	$28,340,000
OTHER BENEFITS		
Medical Travel Assistance	3,373,000	$1,148,000
Removal In/Transfer	1,276,000	1,052,000
Severance Pay	4,195,000	1,616,000
Professional Development	2,279,000	2,259,000
Removal Out/Ultimate Removal	1,387,000	922,000
Total Other Benefits	$12,510,000	$7,097,000
TOTAL COST	$364,913,000	$251,728,000

Source: GNWT HRMIS and PIS

[1] Information in this Report does not include Health Boards, Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

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Call-Back	293,000	272,000
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Professional Development	2,279,000	2,259,000
Removal Out/Ultimate Removal	1,387,000	522,000
Total Other Benefits	$12,512,000	$7,097,000
TOTAL COST	**$304,913,000**	**$251,728,000**

Source: GNWT HRMS and FIS

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years. A $53 million drop in total annual costs is reflective of the smaller GNWT Public Service for the greater part of 1999.

There was a reduction of 30% in the size of the Public Service related to the creation of Nunavut in 1999, whereas savings in the cost of the Public Service were approximately 17%. The percentage of savings in the Public Service was lower than the percentage reduction in the size of the Public Service due to a number of factors, such as:

- Only three quarters of the 1999 calendar year being post creation, leaving one quarter of the year with the combined Public Service.
- Some costs not dropping in proportion to the reduction in the size of the Public Service, for example overtime and professional development.

Human Resource Development

The GNWT is committed to developing and maintaining a qualified and competent Public Service representative of the population that it serves.

To assist the GNWT in achieving this goal Corporate Human Resource Services was created in 1998 as a unit in the Department of Executive to provide advice and support to departments, boards and agencies in all areas related to staffing and human resource planning.

Staffing / Recruitment

To overcome the challenges of developing a northern workforce and the recruitment of qualified Northerners, the GNWT offers several programs to develop the northern workforce and create opportunities for Northerners to become Public Service employees.

Programs in place in 1998 and 1999 included, among others:

- Teacher Education Program
- Northern Nursing Program
- Summer Student Employment Program
- Public Service Career Training Program

Direct Appointments

Direct appointments allow the GNWT to appoint and promote candidates to support the hiring and career development of individuals designated as having hiring priority within the scope of the Affirmative Action Policy. Direct appointments may also be used in situations where the regular recruitment process has been unsuccessful with hard to staff positions.

Direct Appointments, 1998

Direct Appointments, 1999

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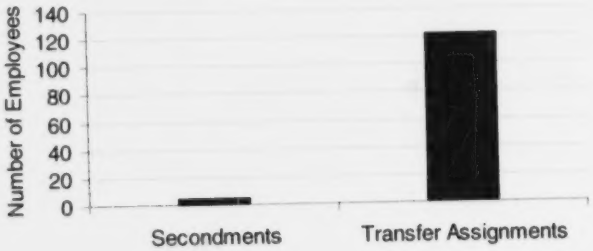
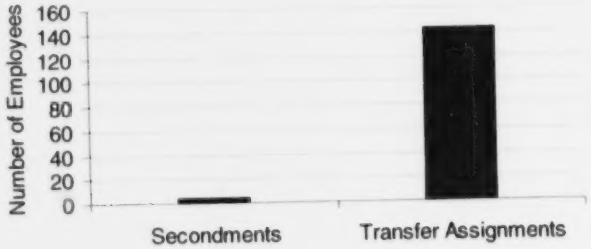
Secondments and Transfer Assignments

The GNWT uses transfer assignments and secondments to provide employees with a developmental opportunity that broadens their range of work experience. Transfer assignments involve employees temporarily transferring to a new position as either a developmental opportunity or to share knowledge between GNWT work units.

Secondments and Transfer Assignments, 1998



Secondments and Transfer Assignments, 1999

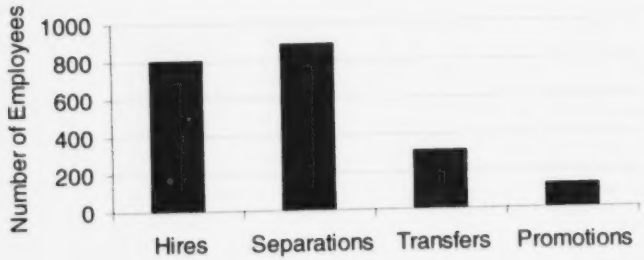


Secondments involve the temporary assignment of an employee to an organization outside of the territorial Public Service. Secondments enable employees to gain knowledge and experience that will benefit both the employee and the GNWT upon their return.

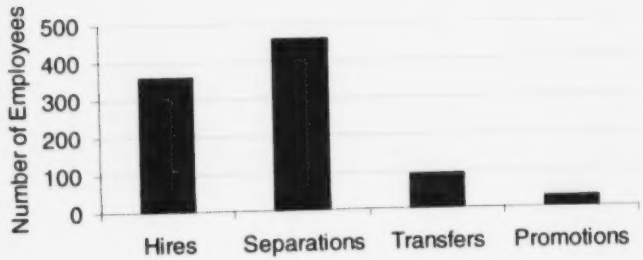
Employment Activity

Prior to the creation of two new territories the Public Service employees experienced considerable uncertainty related to their employment situation. Although the GNWT implemented a no-layoff policy, the creation of two new territories resulted in many employees leaving the GNWT. This high turnover required the GNWT, in conjunction with the newly forming Government of Nunavut, to hire new employees to staff positions both in the GNWT and the future Government of Nunavut.

Employment Activity, 1998



Employment Activity, 1999



Turnover in 1998 averaged 21.5%, dropping to 16.7% in 1999 (Table on page 45 – Employee Turnover).

In 1998, the Employee and Family Assistance Program (EFAP) and the Affirmative Action Policy continued to be vital programs that supported the GNWT's objectives for the Public Service.

Affirmative Action

The Affirmative Action Policy, implemented by the GNWT in 1989, strives to create and maintain a qualified and competent Public Service, representative of the population it serves.

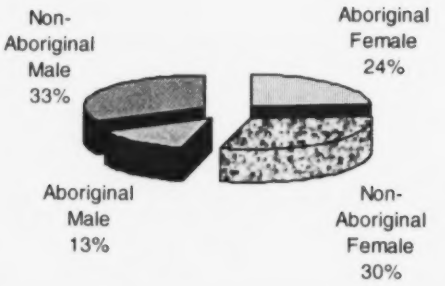
The Affirmative Action Policy includes measures to increase the representation of the following groups:

- Indigenous aboriginal persons
- Indigenous non-aboriginal persons
- Resident disabled persons
- Resident women in management and non-traditional occupations

The creation of two new territories impacted the number of Affirmative Action employees in the GNWT. A significant number of aboriginal employees were resident in the eastern Arctic and therefore transferred to the Government of Nunavut. However, the percentage of male aboriginal employees in the Public Service remained unchanged at 13% while the percentage of aboriginal females decreased from 24% of the Public Service to 20%.

When the data for the Western Arctic is analyzed using 1998 and 1999 figures, the number of aboriginal employees in the West has increased from 873 in 1998 to 911 in 1999 (Tables on pages 34 to 36 - Aboriginal Employee Distribution by Community - using Headquarters, Fort Smith and Inuvik regions, and also adding Holman's

Employees by Gender & Aboriginal, 1998



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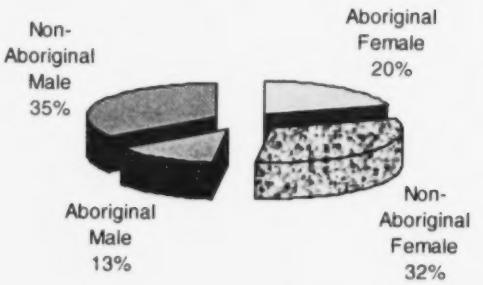
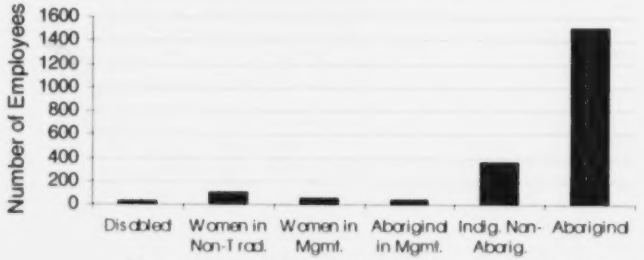


employees for 1999). Although the number of aboriginal employees in the West has increased, the percentage of aboriginal employees has decreased with the loss of the Eastern Arctic. However, in the Western Arctic the representation of aboriginal employees in the Public Service has increased from 32% in 1998 to 33% in 1999.

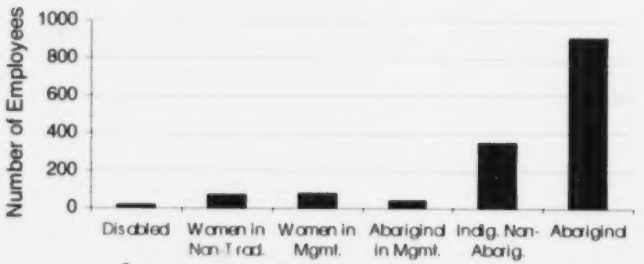
The total number of women in management has increased from 55 to 77, increasing the percentage of women in management from 24% to 27% (Table on page 41 – Women in Management).

Employees by Affirmative Action Group, 1998



(Note: 1998 – 4100 employees, 1999 – 2749 employees)

Employees by Affirmative Action Group, 1999



(Note: 1998 – 4100 employees, 1999 – 2749 employees)

The number of aboriginal managers has increased from 32 in 1998 to 41 in 1999 (Table on page 42 – Aboriginal Managers), maintaining a representation of 14% of management employees.

Northern Recruitment

The percentage of northern hires has increased to 79% in 1999 from 75% in 1998 (Table on page 37 – Northern Recruitment).

Employee and Family Assistance Program

The Employee and Family Assistance Program (EFAP) is intended to support and promote a healthy and productive Public Service. It helps Public Service employees and their families deal with issues such as:

- personal and family concerns
- stress
- grieving
- substance abuse
- financial and legal concerns
- depression
- work and career related issues

This confidential program offers advice, assessment, referral and short term counselling for employees and their dependants at no cost. This program is accessible by all GNWT employees in all regions and communities through a toll free number.

Training and Development

The Department of Education, Culture and Employment, Nunavut Arctic College, and Aurora College worked together during 1998 and 1999 to provide training to people in the North. Much of the training focused on giving staff the skills needed to meet the challenges of creating two new territories. Other training initiatives included:

- Literacy funding
- Educational development
- Language Development program
- Public colleges programs
- Public Service Career Training Program (PSCTP)
- Nunavut Career Assignment Program (NCAP)
- Northwest Territories Educational Leadership Program
- Developmental courses
- Nurse programs
- Teacher Education Program
- Apprenticeships
- Mine training
- Northern Employment Strategy
  - Working Together
  - Investing in People
- Labour Market Development Agreement

Nunavut Unified Human Resources Development Strategy (NUHRDS)

The goal of this program was to train individuals to take on positions within the new Government of Nunavut and to develop a representative Public Service.

Funding was received for the development of NUHRDS, a joint initiative between the Nunavut Implementation Committee, Nunavut Tunngavik Incorporated, Nunavut Implementation Training Committee, Government of Canada and the GNWT.

The Office of the Interim Commissioner for Nunavut became a key player in April 1998 in overseeing the strategy.

Public Service Career Training Program (PSCTP)

A portion of the funding from NUHRDS was directed to the Public Service Career Training Program (PSCTP), an ongoing GNWT training initiative that provides training support and cost subsidies to departments, boards, and agencies to train affirmative action candidates for GNWT officer and management positions. Trainees in 1998 and 1999 were provided with on-the-job training, self-directed learning activities, and short courses. By 1999, thirty-one officer and middle management

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training positions were staffed by Nunavut land claim beneficiaries.

The Nunavut Career Assignment Program (NCAP)

The Nunavut Career Assignment Program (NCAP) was initiated in 1997, using the PSCTP as its model. NCAP was fully funded through NUHRDS.

Participants of NCAP were under the guidance of GNWT senior managers or senior specialists. Training involved on-the-job training, job shadowing and short courses.

By 1999, seventeen senior level training positions were staffed by Nunavut land claim beneficiaries.

Northwest Territories Educational Leadership Program

All school principals in the NWT must either have a NWT Educational Leadership Certificate or obtain it within two years of becoming a principal. In phase one of the program, teachers learn about school culture management, instructional leadership, advocacy and organizational management. Phase two delves into building community networks, governance, and community educational planning.

In July 1998, the Nunavut Divisional Education Councils played a leading role in the development and delivery of the program in Cambridge Bay. A total of 35 participants enrolled in the program. In July 1999, the program was delivered in Fort Smith through Aurora College with 41 participants. Nunavut and the NWT continue to be partners in the development and delivery of the program.

Nursing Program – Aurora College

This program focuses on developing northern nurses. Promoting careers in nursing is a primary strategy for the Department of Health and Social Services and the Department of Education, Culture and Employment.

As of the spring of 1998, Aurora College had its second class of nursing graduates, with 14 completing their diploma that year, and 12 successfully completing the Canadian Nursing Association Testing Services Examination (CNAT's).

In 1998, Aurora College took on the delivery of the Advanced Nursing Skills Education Program (ANSEP) under contract by the Department of Health and Social Services, and was delivering courses related to ANSEP in the 1998/99 academic year.

By the spring of 1999 Aurora College had 11 graduates in its third graduating class, with 10 successfully completing the CNAT's.

Aurora College's total graduates by the spring of 1999 (in three graduating classes; 1997, 1998, 1999) was 36. Work began on the development and delivery of a degree program through negotiations with Universities in 1999, as well as negotiations for delivery of the Nurse Practitioner Program.

The Nursing Mentorship Program, which began in 1997, has expanded to include graduates from social work. Graduates rate it highly in terms of helping them to gain the confidence and work skills needed to succeed in the professional health care environment.

Teacher Education Program (TEP)

The goal of the NWT Teacher Education Program is to produce Northern professional educators who are representative of the population in the Northwest Territories and Nunavut. Once students complete the diploma program in the NWT they can advance into the education degree program at the University of Saskatchewan. Since 1968, 363 teachers have graduated from TEP including 111 from the western NWT Community Teacher Education Program.

Beginning in 1990, the programs were decentralized and delivered at the community level as well as at the central campuses in Fort Smith and Iqaluit.

In 1998 and 1999, the Aurora College TEP in the West was delivered in Fort Smith and Tulita. During this time period, 11 former graduates went on to complete their degree at the University of Saskatchewan.

NWT Apprenticeship Program

The NWT Apprenticeship, Trade and Occupations Certifications Board has a legislated mandate to make recommendations to the Minister of Education, Culture and Employment with regard to training and certification for both the traditional trades and other designated occupations in the NWT.

There are 42 designated trades in the NWT of which 30 enjoy Interprovincial Red Seal Status. Journeypersons who are designated as having this interprovincial status can have their credentials recognized anywhere in Canada.

The apprentice system has been active in the Northwest Territories since 1964. Since that date, 4,050 tradespersons have been certified under the Apprenticeship, Trade and Occupations Certification Act and its two predecessor Acts.

Apprenticeship is a successful on-the-job training program with 80% of the training taking place in a formal training environment. Yearly graduation statistics indicate that approximately 80% of all applicants who enter the program graduate as certified journeypersons. Of those graduates, 60% of the apprentices achieve Interprovincial Red Seal Status at the time of their certification as journeypersons.

Job Evaluation

The GNWT moved to the gender neutral Hay Job Evaluation System for all excluded and UNW bargaining unit positions effective April 1, 1998. In early 1998, all excluded and bargaining unit jobs were evaluated by departmental job evaluation committees using the gender neutral Hay Job Evaluation System. Hay Management Associates provided members of the Departmental Job Evaluation Committees with training.

Initially, this evaluation work was done with the direct support of Hay consultants. Hay continues to be involved through an Interdepartmental Job Evaluation Facilitators' Committee to assist in maintaining consistency across the GNWT.

By July of 1998, the Hay Job Evaluation System was implemented for excluded employees with a retroactive date of April 1, 1998. Collective bargaining with the UNW concluded in early 1999 and included the implementation of the gender neutral Hay Job Evaluation System for employees who were members of the UNW retroactive to April 1, 1998. The implementation occurred in the late spring and early summer of 1999.

By the end of 1999, the Job Evaluation Facilitators' Committee was established as the primary instrument by which consistency in evaluations will be maintained. A comprehensive Job Evaluation Manual has been published and distributed to departmental Job Evaluation Committee members.

Standards and Audit Processes

Comprehensive job evaluation standards and audit processes will be developed to ensure continued consistency in future years as the job evaluation roles of the departments and the Financial Management Board Secretariat evolve. Hay Management Associates will continue to provide support to ensure the Hay Job Evaluation System implemented in the GNWT remains gender neutral and its use is consistent across departments, boards and agencies.

Human Resource Management System

To replace the outdated and non-'year 2000' compliant Human Resource and Payroll legacy systems software, the GNWT purchased a new integrated human resource and payroll system.

The PeopleSoft Human Resource and Payroll System was purchased in early 1998, to replace four separate systems from the GNWT, Stanton Regional Health Board and the NWT Housing Corporation. The purchase resulted in all information being entered into a single system, eliminating duplication of data entry.

PeopleSoft is one of the world's leading Human Resource Information software providers and is currently used by the Federal Government as well as many western provincial and municipal governments. The software is Windows-based and uses technology that is state-of-the-art. The new system will help ensure that the GNWT is able to maintain vital organizational data.

The Human Resource Management System (HRMS) is flexible, allowing the GNWT to access other modules that were not implemented during the initial project due to time constraints and the need to manage the scope of the project.

Development/Implementation Project

The development of and conversion to the new system occurred throughout 1998 and during the first half of 1999. Early in 1999, the Nunavut Government withdrew from the project when they decided not to implement HRMS.

In preparation for the implementation of the new system, 350 users were trained on the HRMS system in 1999. The new system was used successfully for the first time to produce paycheques for the July 9, 1999 payroll.

The system is also accessible in 13 different communities.

Ongoing Support, Maintenance and Development

During the later part of 1999 the Systems Support team continued to train additional system users and prepared for the first calendar year end (including the production of T4's) on the new system.

The System Support Section also continued to support and train users and develop the system to improve ease of use and reporting that will assist decision-making.

Labour Relations

The Creation of Two New Territories

A great deal of planning was necessary to achieve the seamless transfer of employees from the GNWT to the Nunavut Government. All GNWT employees located in Nunavut, with the exception of those employed by the Workers' Compensation Board and the Northwest Territories' Power Corporation, transferred to the Government of Nunavut on April 1, 1999 with all of their terms and conditions of employment intact.

No Layoff Policy

In recognition of the value of employees and the need to retain a skilled workforce, the government announced in March 1998 that there would be no staff layoffs for the remainder of that Government's term, which expired in October 1999. The GNWT recognized that the future western government would be smaller however, with the creation of Nunavut, the GNWT would need to rationalize its organizational structure. This was done through on-going staff turnover, reassignment and voluntary separation.

Union of Northern Workers (UNW)

The GNWT/UNW negotiations for a new collective agreement commenced in February 1998 and reached an impasse in July 1998. The GNWT asked the Supreme Court of the Northwest Territories to appoint a mediator pursuant to the *Public Service Act* to assist the GNWT and the UNW in achieving a negotiated settlement. Two mediation sessions were held; one from November 12 to 14, 1998, and the second on December 12 and 13, 1998. The parties agreed to accept the mediator's recommendations and the collective agreement was ratified by the members on March 30, 1999.

Changes to the agreement included the implementation of the gender neutral Hay Job Evaluation System; the extension of the five days mandatory leave without pay to continuous employees; an enhanced Northern Allowance schedule; increases to shift premiums and joint training initiatives for the new Workplace Conflict Resolution Policy.

The agreement further provided for a minimum 2% increase to pay upon the implementation of the gender neutral Hay Job Evaluation System. Overall salary increases ranged between 2% and 31%, representing an overall average increase of about 9.8%. All salaries were retroactive to April 1, 1998.

In the second year, employees received a 1.8% increase to the pay line effective April 1, 1999.

Managers and Excluded Employees

Effective April 1, 1998 the Hay Job Evaluation System was implemented for excluded employees resulting in a minimum pay increase of 2%. Managers, who were on the existing Management Hay Job Evaluation System, received a 2% increase.

Effective April 1, 1999 managers and excluded employees received a 1.8% increase.

Managers and excluded employees received changes to the Northern Allowance in line with the changes to the UNW agreement.

Northwest Territories Teachers' Association

The collective agreement between the GNWT and the NWTTA, representing teachers working outside of Yellowknife, expired on August 31, 1999. The parties commenced negotiations for a new agreement in May 1999 and reached a tentative agreement on November 5, 1999 with the assistance of a mediator.

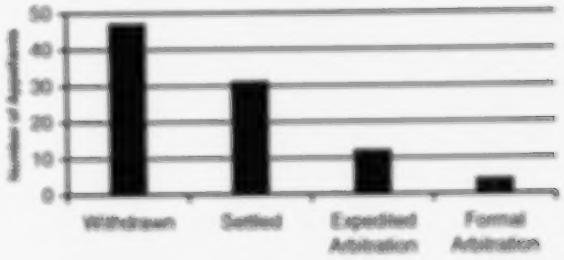
The NWTTA members rejected the tentative agreement and negotiations resumed on December 20, 1999. The parties were unable to reach an agreement and the NWTTA served notice that job action would commence early in 2000.

Prior to the commencement of job action the *Public Service Act* requires an Essential Services Agreement be in place. The parties were unable to reach an Essential Services Agreement and the matter was referred to arbitration. The Arbitrator declared all Principals essential and said they must report for work for the first two hours at the start of job action to ensure student safety.

Grievances and Arbitrations

In 1998 the majority of grievances were withdrawn or settled while in 1999 the focus was on expedited and formal arbitrations. Seventy-three grievances were resolved at the third level in 1998 and forty-three were resolved in 1999. Seventy grievances were referred to arbitration in 1998 and forty-four in 1999 (Table on Page 33, Third Level Grievance Activity).

Arbitration Activity, 1998



Information in this Report does not include Health Boards, Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation

Arbitration Activity, 1999

The average cost to the GNWT for a formal arbitration hearing is approximately $5000.

Staffing Appeals

The staffing appeal process allows a GNWT employee or an affirmative action candidate who has applied on a position in the UNW bargaining unit to request a review of a competition if the applicant feels that the competition was improperly conducted. An appeal hearing provides an objective review of the staffing process and application of the Affirmative Action Policy, by including representatives from the GNWT, the UNW and a neutral Chairperson.

The decrease in staffing appeals in 1999 was proportional to the decrease in the size of the Public Service resulting from the creation of Nunavut. There was, however, an increase in the percentage of appeals upheld.

Staffing appeal activity for 1998 and 1999 is shown in the following table.

Staffing Appeals

Type of Appellant	1998			1999		
	Appeal Upheld	Appeal Denied	Total Appeals	Appeal Upheld	Appeal Denied	Total Appeals
Affirmative Action Non-Employee	9	23	32	4	12	16
Affirmative Action Employee	2	6	10	4	5	9
Non Affirmative Action Employee	3	8	11	1	5	6
Total	14	36	53	9	22	31
% of Total Appeals	26	74	100	29	71	100

Workplace Conflict Resolution Policy

The GNWT recognizes the diversity of the Public Service and is committed to providing a workplace where all individuals are treated with fairness, dignity and respect. Therefore, the GNWT implemented a Workplace Conflict Resolution Policy in July 1998. The new policy prohibits any form of harassment, sexual harassment or abuse of authority in the workplace.

Equal Pay for Work of Equal Value

In 1998 a three-person panel was appointed by the Canadian Human Rights Tribunal to hear the merits of the allegations related to the wage discrimination complaint filed against the GNWT by the Public Service Alliance of Canada in 1989. During the year the parties involved in the dispute met with Tribunal members to formulate administrative and procedural ground-rules for the hearing that began in 1999.

In 1998 the GNWT and the UNW entered into negotiations toward establishing a new 1998–2000 collective agreement. At collective bargaining the GNWT tabled proposals that included the gender-neutral Hay Job Evaluation System, a new pay grid and retroactive payments back to 1989 for employees in eligible female-dominated positions. Unfortunately, no agreement was achieved on the retroactive payments.

In late 1998 the GNWT removed equal pay initiatives from the broader collective agreement discussions and began to offer individual settlements to over 6,200 current and former unionized and/or excluded employees affected by the complaint.

Progress toward resolving the equal pay dispute continued during 1999, and by the end of 1999, over 80% of the people the GNWT was able to contact had accepted a final and binding settlement offer. The collective cost of these settlements was just over $ 25 million.

In June 1999, a Canadian Human Rights Tribunal hearing process officially began. By the end of 1999 several witnesses had completed their testimony and the hearing process had moved to its permanent location in Ottawa. During 1999, the GNWT also went to Federal Court to challenge various rulings made by the Canadian Human Rights Tribunal.

Workforce Profile

Occupational Categories

Historically the GNWT used its classification system to report affirmative action statistics by occupational categories. In 1998 the GNWT replaced its classification system with the Hay Job Evaluation System. The Hay Job Evaluation System does not use occupational categories to classify jobs. As a result, the GNWT now assigns an occupational designation to each position based on the National Occupational Classification (NOC) system, to monitor and report occupational data. The NOC was developed by Employment and Immigration Canada and is also used across Canada for reporting affirmative action data.

In 1998 under the previous system, the Management category was the smallest group, representing nearly 6% of Public Service employees. The largest group, which includes nurses and teachers, was the Professional Category with nearly 33% of staff. The remaining categories were the Technical (10%), Administrative Services (24%), Labour and Trades (10%), and Program Delivery (18%). See graphs on page 27 – Employees by Occupational Category. Further analyses are made by occupational categories (by aboriginal employment, gender and average salary) in the graphs on pages 28 through 30.

The National Occupational Categories (NOC) system, introduced in 1999, recognizes nine occupational categories available in the Public Service in this report. Under this system the Management Category, at 10% of the Public Service, has a broader scope of job types and includes school principals as well as middle and senior levels of management. The Social Science, Education, Government Service and Religion category is now the largest, representing 34% of Public Service employees. The other categories are Business, Finance, and Administration (28%); Natural and Applied Sciences (10%); Art, Culture, Recreation and Sport (2%); Sales and Service (9%); Trades, Transportation, and Equipment Operation (5%); and Primary Industry (2%). The Health Category is nominal due to the exclusion of the Health and Social Services Boards from this report.

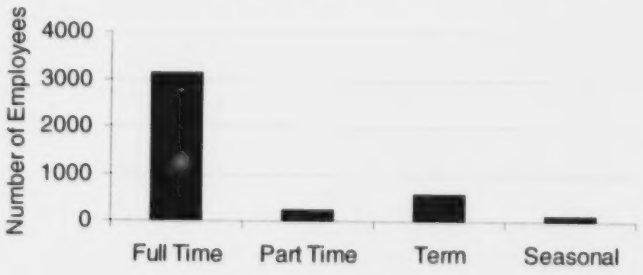
Bilingual Bonus/Language Allowance

Many employees use a second language other than English in order to communicate effectively with the public they serve. Employees in non-teaching jobs may be eligible to receive the Bilingual Bonus, while teachers may receive the Language Allowance. As the greatest number of employees who received a bilingual bonus or language allowance were in Nunavut, this number decreased for the GNWT in 1999. The distribution of employees receiving these benefits is shown in the Table on page 44 – Employees Receiving Bilingual Bonus/Language Allowance.

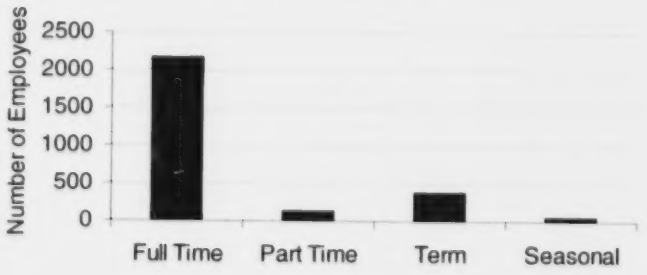
Employment Type

The GNWT reports on four employment types - full time, part time, term and seasonal employees. Although the majority of employees are hired on a full time basis, some situations require individuals to be hired on a part time basis, such as job-sharing arrangements and low-volume workplaces. Term employees are hired for a specific period of employment to complete a project. Seasonal employees, such as fire fighters, are the smallest group of employees. The proportion of these employment types did not change significantly from 1998 to 1999.

Employment Type, 1998



Employment Type, 1999

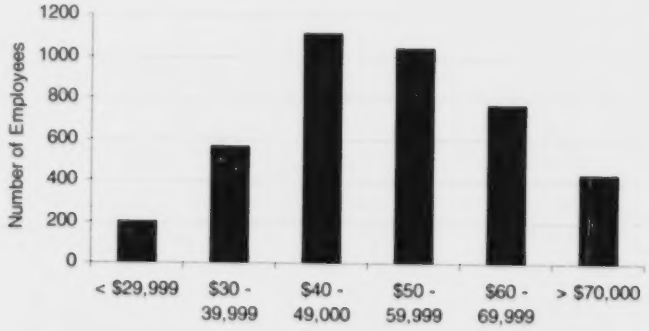


The number of full-time employees in the Public Service in 1998 was 3150 (77%), and in 1999 was 2171 (79%), excluding health board workers. There were 261 (6%) part-time workers in 1998, and 132 (5%) part-time workers in 1999. Term employees numbered 579 (14%) in 1998 and 379 (14%) in 1999. There were 110 (3%) seasonal employees in 1998 and 67 (2%) in 1999.

Salary Distribution

The wide range of employment opportunities within the Public Service is reflected by the distribution of salary groupings. There are a relatively small number of employees earning less than $40,000 a year. Administrative and professional employees, who make up the bulk of the GNWT Public Service, earn $40,000 to $60,000 annually. A moderate number of senior professionals and management employees earn over $60,000 annually.

Salary Distribution, 1998



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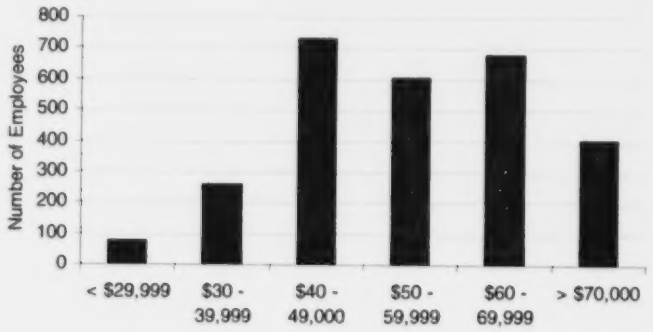
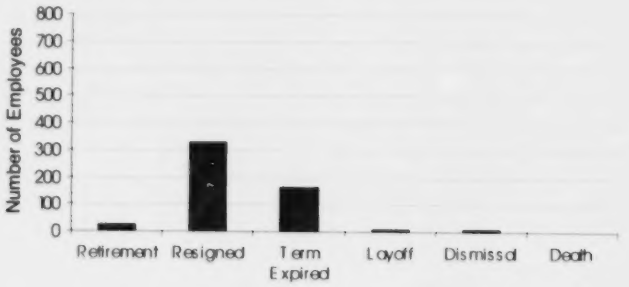
Salary Distribution, 1999



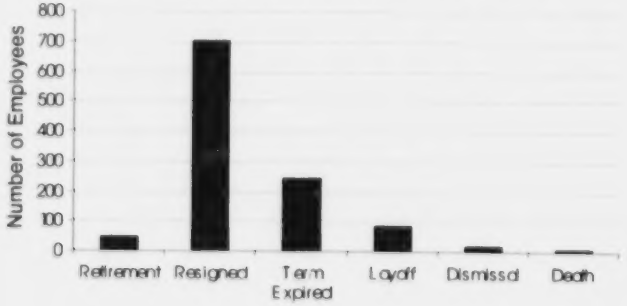
Terminations by Reason for Leaving, 1999



Separations

The number of separations decreased in 1999, which is due primarily to a reduction in the size of the GNWT Public Service. As in past years, the highest number of separations is still based on resignations, with 'term expired' in second place. There were fewer layoffs because of the no-layoff policy.

Terminations by Reason for Leaving, 1998



Employee Turnover

Another aspect of employee separations is turnover. In 1998, the turnover rate was nearly 22%, while in 1999 it dropped to 17% (Table on page 45 – Employee Turnover).

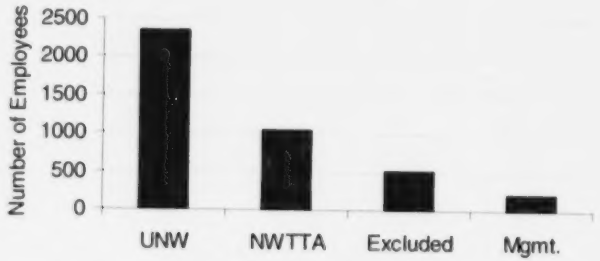
Composition of the Public Service

The composition of the GNWT Public Service changed significantly in 1999 with the creation of the new Northwest Territories and Nunavut. Excluding the Health Boards, the GNWT had 4100 employees at the end of 1998, and by the end of 1999 the number dropped to 2749 (33% decrease) full time, term, part-time and seasonal employees.

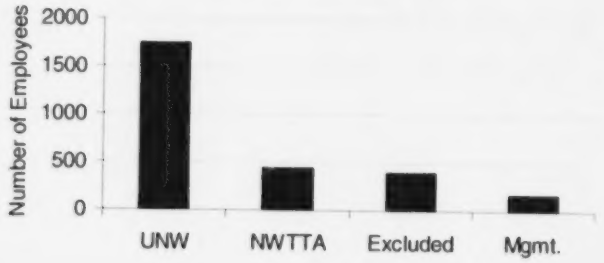
The majority of Public Service employees were members of the Union of Northern Workers and the NWT Teachers' Association (NWTTA), 3387 (83%) in 1998 and 2179 (79%) in 1999. The increase in the percent of employees excluded from the

bargaining unit is a result of the creation of the Nunavut Territory and the new Western Territory. Of the positions transferred to the Government of Nunavut on April 1, 1999 the majority were regional positions included in the bargaining unit, which resulted in the ratio of excluded employees in the GNWT increasing post creation of Nunavut.

Employees by Pay Group, 1998



Employees by Pay Group, 1999

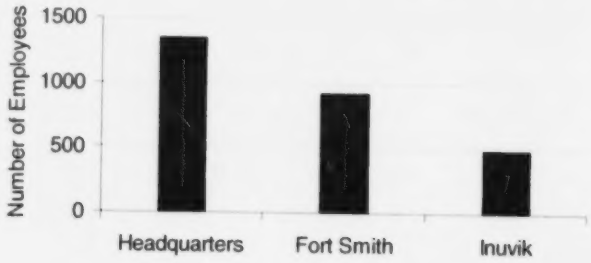


Non-unionized employees belong to either the excluded or senior management group. There were 507 employees in the excluded group and 206 in the management group in 1998 compared to 399 in the excluded group and 171 in the senior management group in 1999. These two groups together made up 17% of the Public Service in 1998 and 21% in 1999.

Approximately 56% of Public Service employees were employed in GNWT departments in 1998, and 68% in 1999. Employees of the Education Boards, including Nunavut Arctic College and Aurora College, accounted for approximately 41% of the Public Service in 1998. In 1999, the percentage decreased to 28%, which reflects the significant number of school employees transferred to the Government of Nunavut. The NWT Housing Corporation represented approximately 3% of the Public Service in both 1998 and 1999.

While Headquarters remains the largest region of the Public Service, the number of employees in this region decreased from 1998 to 1999, while the number of employees in both the Fort Smith and Inuvik regions has increased.

Employees by Region, 1998



The average employee was 40 years of age in 1998, earned $52,700 a year and had 7.0 years of

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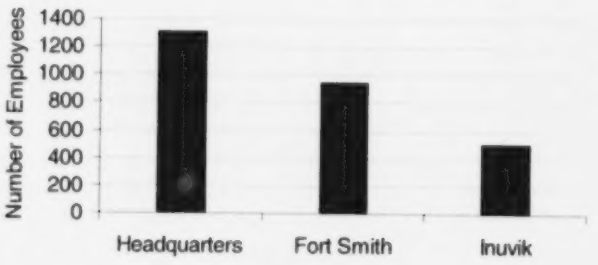
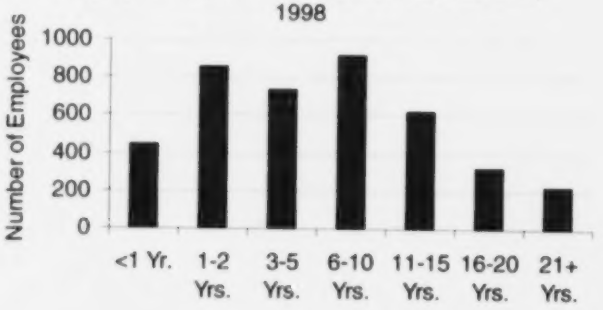
service. In 1999, the average employee was 42 years of age, earned $56,600 a year and had 8.5 years of service.

Employees by Region, 1999



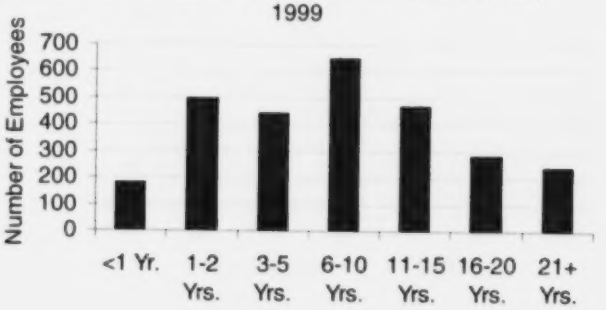
The average aboriginal employee was 40 years of age in 1998, earned $44,200 a year and had 7.0 years of service. In 1999, the average aboriginal employee was 41 years of age, earned $48,600 and had 7.9 years of service.

Employees by years of Territorial Public Service, 1998



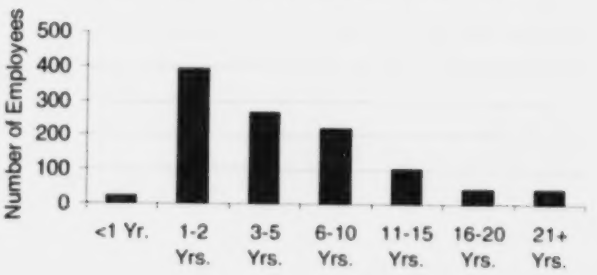
The average non-aboriginal employee was 41 years of age in 1998, earned $57,600 a year and had 7.0 years of service. In 1999, the average non-aboriginal employee was 42 years of age, earned $60,600 and had 8.9 years of service.

Employees by Years of Territorial Public Service, 1999



The average female employee was 40 in 1998, earned $48,300 a year and had 6.4 years of service. In 1999, the average female employee was 41 years old, earned $51,400 and had 7.7 years of service.

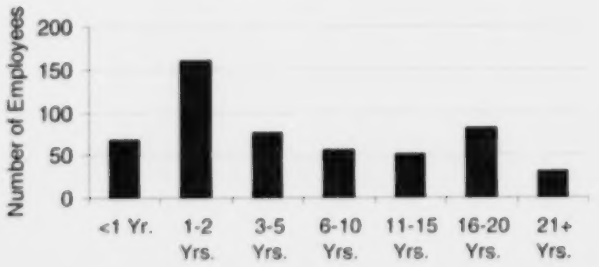
Employee Separations by Years of Service, 1998



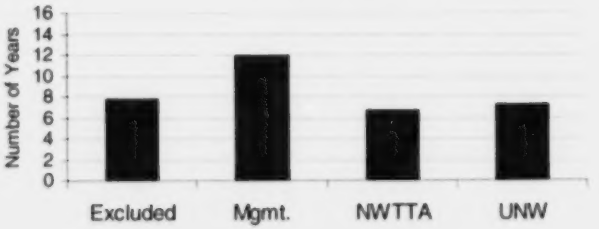
The average male employee was 42 years old in 1998, earned $57,800 a year and had 7.7 years of

service. In 1999, the average male employee was 43 years old, earned $62,200 and had 9.5 years of service.

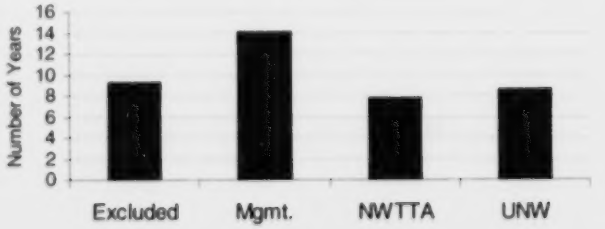
Employee Separations by Years of Service, 1999



Average Years of Territorial Public Service by Pay Group, 1998



Average Years of Territorial Public Service by Pay Group, 1999



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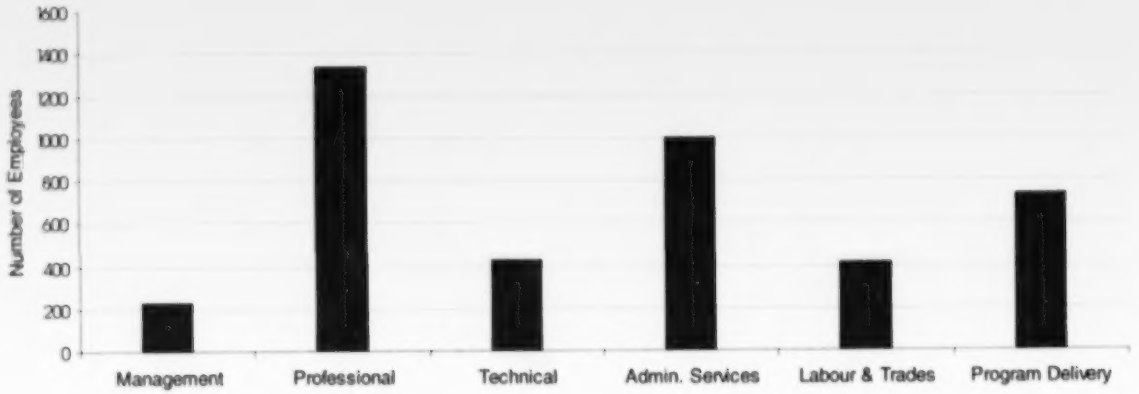
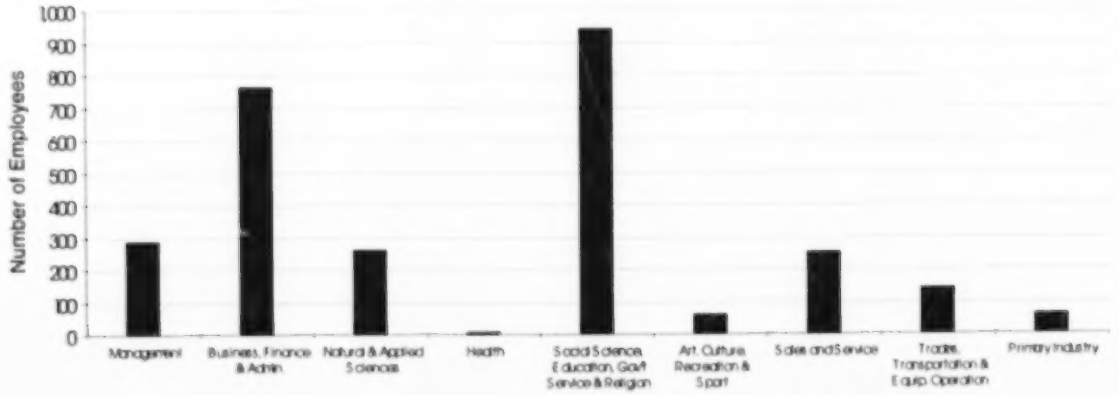
Employees by Occupational Category, 1998



Employees by Occupational Category, 1999



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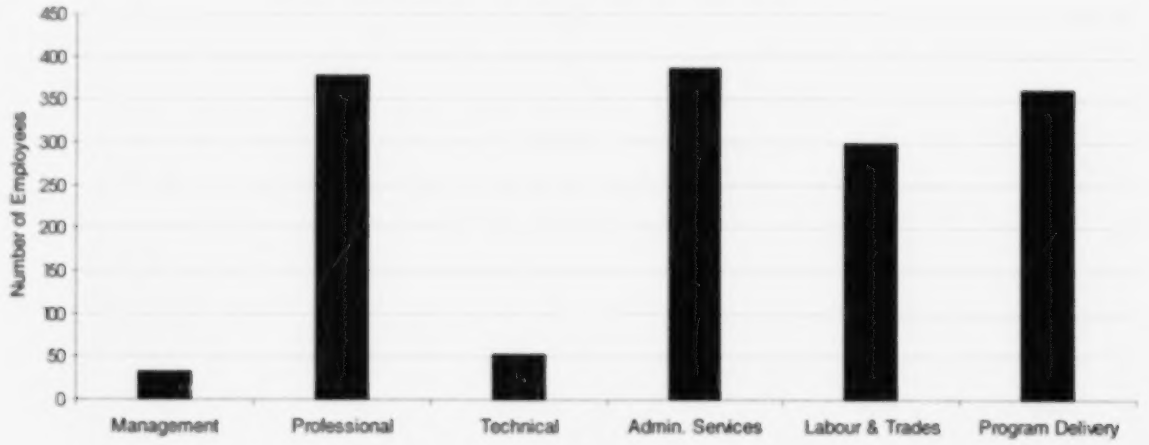
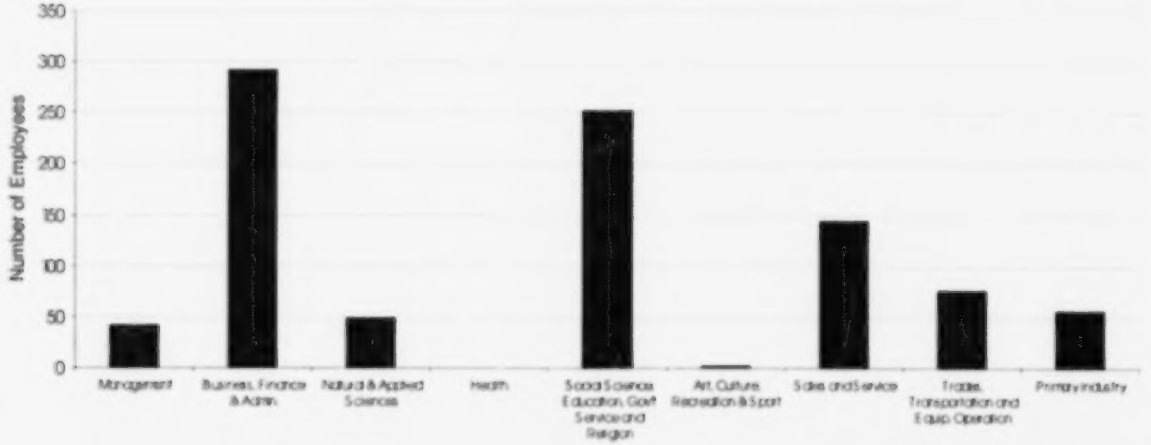
Aboriginal Employment by Occupational Category, 1998



Aboriginal Employment by Occupational Category, 1999



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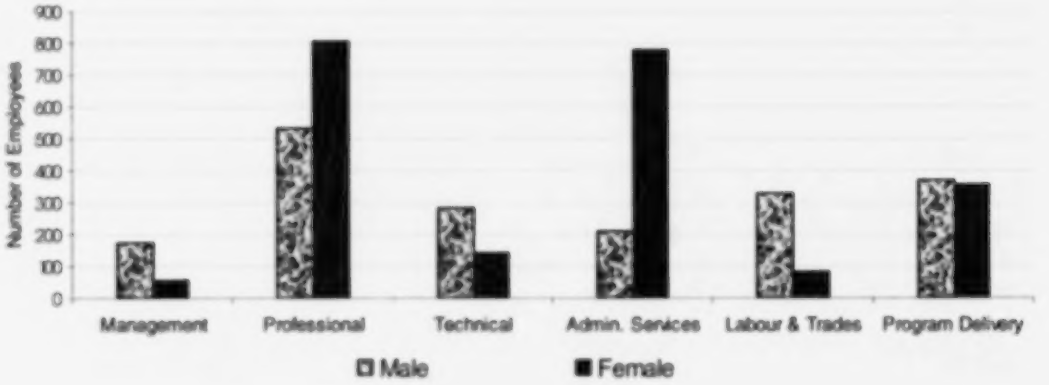
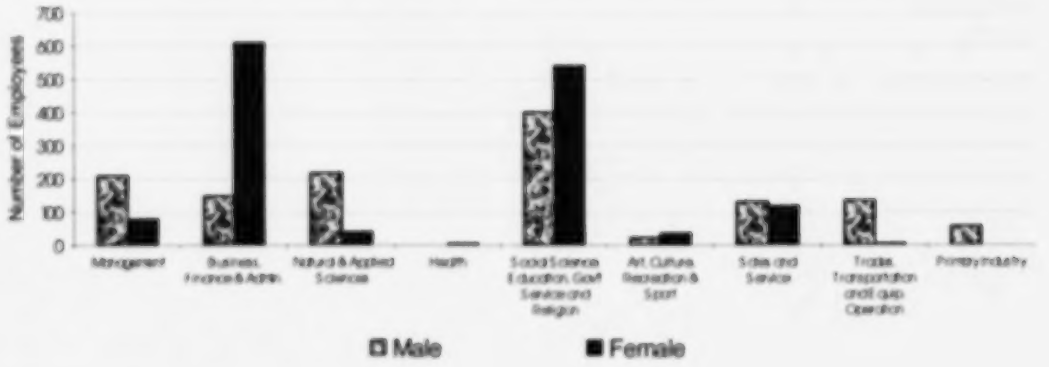
Gender by Occupational Category, 1998

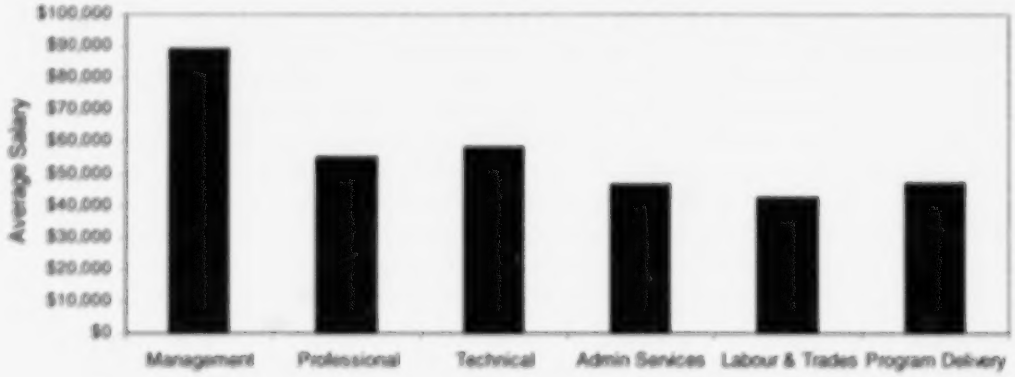


Gender by Occupational Category, 1999

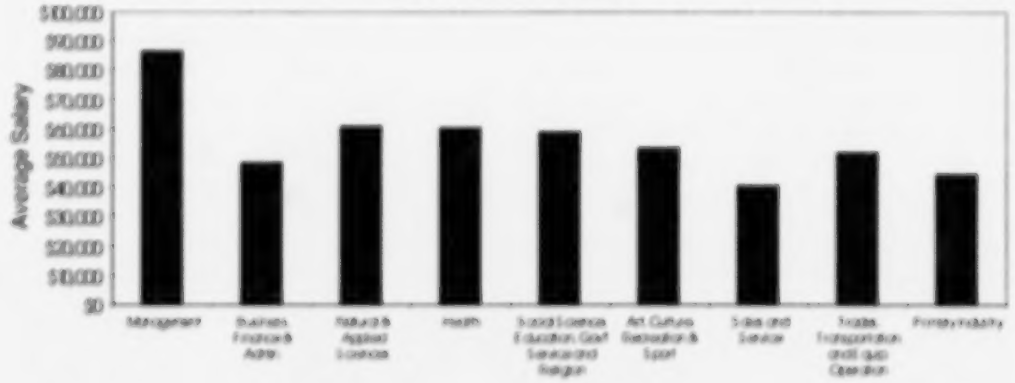


Information in this Report does not include Health Boards, Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation

Average Salary by Occupational Category
at December 31, 1998



Average Salary by Occupational Category
at December 31, 1999



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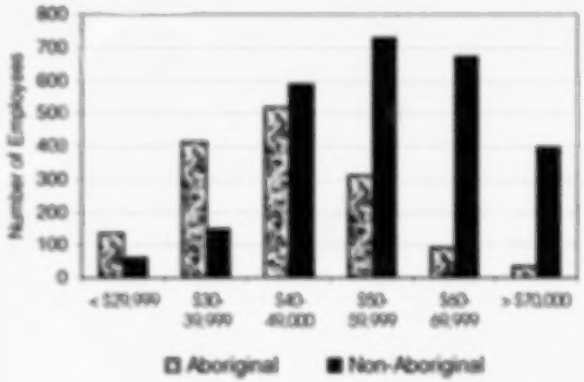
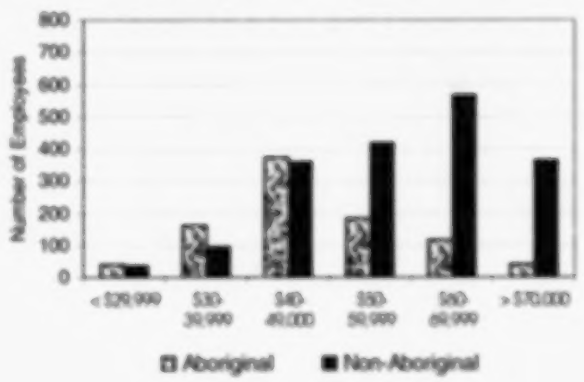
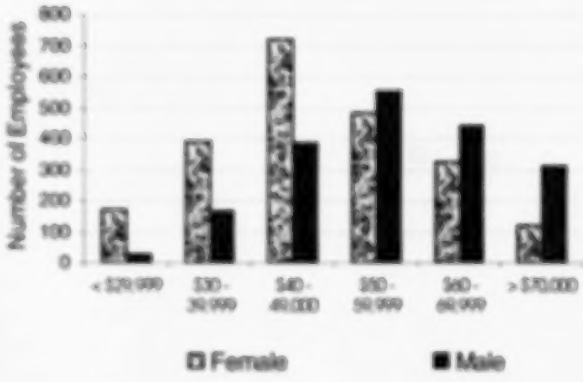
1998 Salary Distribution, Aborig./Non-Aborig.



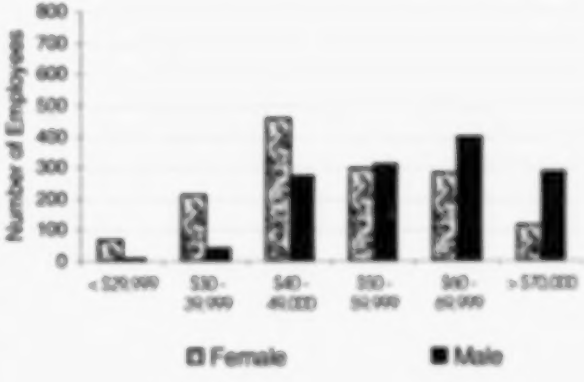
1999 Salary Distribution, Aborig./Non-Aborig.



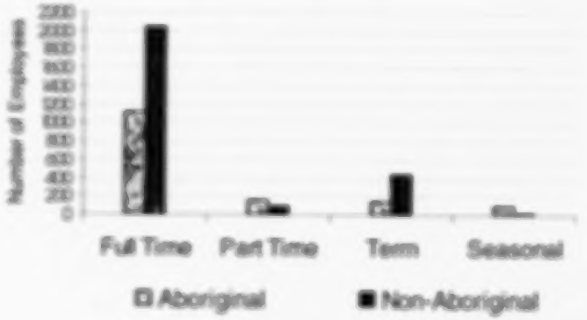
Salary Distribution, Male-Female, 1998



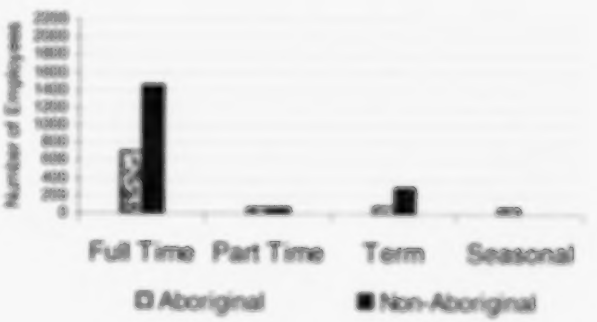
Salary Distribution, Male-Female, 1999



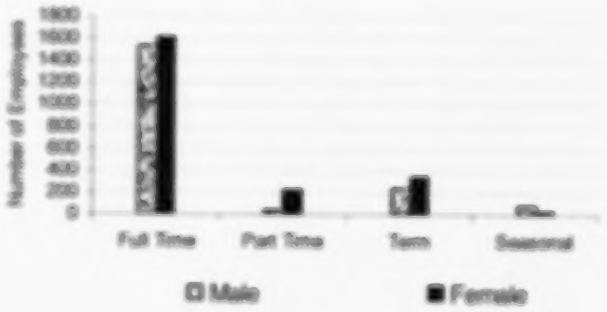
Employment type by Aboriginal/Non-Aboriginal, 1998



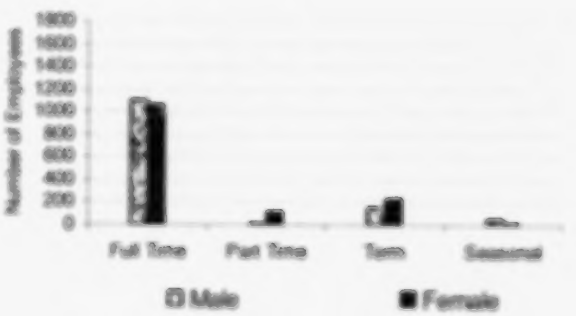
Employment Type by Aboriginal/Non-Aboriginal, 1999



Employment Type - Male/Female 1998



Employment Type - Male/Female 1999



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M121

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Third Level Grievance Activity

	1998			1999		
Department/Board	**Accepted at Third Level**	**Resolved at Third Level**	**Sent to Arbitration**	**Accepted at Third Level**	**Resolved at Third Level**	**Sent to Arbitration**
Executive	-	-	-	-	-	-
Legislative Assembly	-	-	-	-	-	-
Financial Management Board Secretariat	3	2	1	-	-	-
Finance	-	-	-	-	-	-
Aboriginal Affairs	-	-	-	-	-	-
Municipal and Community Affairs	1	-	1	3	3	-
Transportation	26	14	12	3	1	2
Public Works and Services	2	2	-	2	2	-
Health and Social Services	7	7	-	-	-	-
Resources, Wildlife and Economic Development	5	2	3	-	-	-
Education, Culture and Employment	1	-	1	-	-	-
Justice	27	9	18	9	3	6
Total for Departments	72	36	36	17	9	8
Aurora College	1	1	-	-	-	-
Nunavut Arctic College	1	1	-	-	-	-
Baffin Divisional Education Council			-	-	-	-
Beaufort/Delta Divisional Education Council	1		1	6	1	5
Deh Cho Divisional Education Council	-	-	-	-	-	-
Dogrib Divisional Education Council	-	-	-	-	-	-
Keewatin Divisional Education Council	-	-	-	1	1	-
Kitikmeot Divisional Education Council	1	1	-	-	-	-
Sahtu Divisional Education Council	-	-	-	-	-	-
South Slave Divisional Education Council	5	3	2	1	1	-
Total for Education Boards/Councils	9	6	3	8	3	5
Northwest Territories Housing Corporation	-	-	-	-	-	-
Union Policy	-	-	-	-	-	-
Total of Public Service	81	42	39	25	12	13

Information in this Report does not include Health Boards, Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation

Third Level Grievance Activity

	1998			1999		
Department/Board	**Accepted at Third Level**	**Resolved at Third Level**	**Sent to Arbitration**	**Accepted at Third Level**	**Resolved at Third Level**	**Sent to Arbitration**
Executive	-	-	-	-	-	-
Legislative Assembly	-	-	-	-	-	-
Financial Management Board Secretariat	3	2	1	-	-	-
Finance	-	-	-	-	-	-
Aboriginal Affairs	-	-	-	-	-	-
Municipal and Community Affairs	1	-	1	3	3	-
Transportation	26	14	12	3	1	2
Public Works and Services	2	2	-	2	2	-
Health and Social Services	7	7	-	-	-	-
Resources, Wildlife and Economic Development	5	2	3	-	-	-
Education, Culture and Employment	1	-	1	-	-	-
Justice	27	9	18	9	3	6
Total for Departments	72	36	36	17	9	8
Aurora College	1	1	-	-	-	-
Nunavut Arctic College	1	1	-	-	-	-
Baffin Divisional Education Council			-	-	-	-
Beaufort/Delta Divisional Education Council	1		1	6	1	5
Deh Cho Divisional Education Council	-	-	-	-	-	-
Dogrib Divisional Education Council	-	-	-	-	-	-
Keewatin Divisional Education Council	-	-	-	1	1	-
Kitikmeot Divisional Education Council	1	1	-	-	-	-
Sahtu Divisional Education Council	-	-	-	-	-	-
South Slave Divisional Education Council	5	3	2	1	1	-
Total for Education Boards/Councils	9	6	3	8	3	5
Northwest Territories Housing Corporation	-	-	-	-	-	-
Union Policy	-	-	-	-	-	-
Total of Public Service	81	42	39	25	12	13

Aboriginal Employee Distribution by Community

at December 31st

	1998			1999		
Region/Community	**Total Employees**	**Aboriginal Employees**	**% Aboriginal Employees**	**Total Employees**	**Aboriginal Employees**	**% Aboriginal Employees**
Headquarters	1,336	266	20%	1,306	259	20%
Ottawa	1	0	0%	1	0	0%
Yellowknife	1,335	266	20%	1,305	259	20%
Fort Smith Region	916	413	45%	940	439	47%
Dettah	1	0	0%	1	0	0%
Edzo	36	15	42%	42	16	38%
Fort Liard	31	21	68%	33	22	67%
Fort Providence	30	21	70%	30	20	67%
Fort Resolution	25	17	68%	24	19	79%
Fort Simpson	120	58	48%	122	59	48%
Fort Smith	298	114	38%	313	135	43%
Hay River	264	99	38%	271	108	40%
Hay River Reserve	6	6	100%	10	7	70%
Jean Marie River	3	2	67%	3	2	67%
Kakisa	1	0	0%	1	0	0%
Lutsel K'e	14	8	57%	11	6	55%
Nahanni Butte	5	3	60%	5	3	60%
Rae Lakes	3	0	0%	4	0	0%
Rae	39	23	59%	34	19	56%
Trout Lake	8	7	88%	8	7	88%
Wekweti	6	2	33%	4	2	50%
Wha Ti	12	7	58%	13	6	46%
Wrigley	14	10	71%	11	8	73%
Inuvik Region	476	194	41%	503	213	42%
Aklavik	23	12	52%	20	12	60%
Colville Lake	5	3	60%	5	3	60%
Deline	22	11	50%	21	13	62%
Fort Good Hope	24	10	42%	21	10	48%

Information in this Report does not include Health Boards, Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Aboriginal Employee Distribution by Community *(Continued)*

at December 31st

	1998			1999		
Region/Community	**Total Employees**	**Aboriginal Employees**	**% Aboriginal Employees**	**Total Employees**	**Aboriginal Employees**	**% Aboriginal Employees**
Inuvik Region *(continued)*						
Fort McPherson	36	24	67%	36	23	64%
Holman	-	-	-	17	8	47%
Inuvik	249	97	39%	262	100	38%
Norman wells	56	12	21%	60	16	27%
Paulatuk	11	2	18%	10	4	40%
Sachs Harbour	3	1	33%	3	1	33%
Tsiigehtchic	4	1	25%	5	1	20%
Tuktoyaktuk	25	12	48%	22	13	59%
Tulita	18	9	50%	21	9	43%
Total Western Arctic	**2,728**	**873**	**32%**	**2,749**	**911**	**33%**
Baffin Region	**724**	**308**	**43%**	**-**	**-**	**-**
Arctic Bay	28	17	61%	-	-	-
Cape Dorset	38	20	53%	-	-	-
Clyde River	27	15	56%	-	-	-
Grise Fiord	10	5	50%	-	-	-
Hall Beach	22	14	64%	-	-	-
Igloolik	45	23	51%	-	-	-
Iqaluit	387	119	31%	-	-	-
Kimmurit	20	11	55%	-	-	-
Nanisivik	5	2	40%	-	-	-
Pangnirtung	41	28	68%	-	-	-
Pond Inlet	47	27	57%	-	-	-
Qikiqtarjuaq	19	12	63%	-	-	-
Resolute	12	3	25%	-	-	-
Sanikiluaq	23	12	52%	-	-	-
Keewatin Region	**367**	**193**	**53%**	**-**	**-**	**-**
Arviat	64	34	53%	-	-	-
Baker Lake	54	33	61%	-	-	-
Chesterfield Inlet	16	10	63%	-	-	-

Aboriginal Employee Distribution by Community

at December 31st

	1998			1999		
Region/Community	**Total Employees**	**Aboriginal Employees**	**% Aboriginal Employees**	**Total Employees**	**Aboriginal Employees**	**% Aboriginal Employees**
Headquarters	1,336	266	20%	1,306	259	20%
Ottawa	1	0	0%	1	0	0%
Yellowknife	1,335	266	20%	1,305	259	20%
Fort Smith Region	916	413	45%	940	439	47%
Dettah	1	0	0%	1	0	0%
Edzo	36	15	42%	42	16	38%
Fort Liard	31	21	68%	33	22	67%
Fort Providence	30	21	70%	30	20	67%
Fort Resolution	25	17	68%	24	19	79%
Fort Simpson	120	58	48%	122	59	48%
Fort Smith	298	114	38%	313	135	43%
Hay River	264	99	38%	271	108	40%
Hay River Reserve	6	6	100%	10	7	70%
Jean Marie River	3	2	67%	3	2	67%
Kakisa	1	0	0%	1	0	0%
Lutsel K'e	14	8	57%	11	6	55%
Nahanni Butte	5	3	60%	5	3	60%
Rae Lakes	3	0	0%	4	0	0%
Rae	39	23	59%	34	19	56%
Trout Lake	8	7	88%	8	7	88%
Wekweti	6	2	33%	4	2	50%
Wha Ti	12	7	58%	13	6	46%
Wrigley	14	10	71%	11	8	73%
Inuvik Region	476	194	41%	503	213	42%
Aklavik	23	12	52%	20	12	60%
Colville Lake	5	3	60%	5	3	60%
Deline	22	11	50%	21	13	62%
Fort Good Hope	24	10	42%	21	10	48%

Information in this Report does not include Health Boards, Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation

Aboriginal Employee Distribution by Community *(Continued)*

at December 31st

	1998			1999		
Region/Community	**Total Employees**	**Aboriginal Employees**	**% Aboriginal Employees**	**Total Employees**	**Aboriginal Employees**	**% Aboriginal Employees**
Inuvik Region *(continued)*						
Fort McPherson	36	24	67%	36	23	64%
Holman	-	-	-	17	8	47%
Inuvik	249	97	39%	262	100	38%
Norman wells	56	12	21%	60	16	27%
Paulatuk	11	2	18%	10	4	40%
Sachs Harbour	3	1	33%	3	1	33%
Tsigehtchic	4	1	25%	5	1	20%
Tuktoyaktuk	25	12	48%	22	13	59%
Tulita	18	9	50%	21	9	43%
Total Western Arctic	2,728	873	32%	2,749	911	33%
Baffin Region	724	308	43%	-	-	-
Arctic Bay	28	17	61%	-	-	-
Cape Dorset	38	20	53%	-	-	-
Clyde River	27	15	56%	-	-	-
Grise Fiord	10	5	50%	-	-	-
Hall Beach	22	14	64%	-	-	-
Igloolik	45	23	51%	-	-	-
Iqaluit	387	119	31%	-	-	-
Kimmurt	20	11	55%	-	-	-
Nanisivik	5	2	40%	-	-	-
Pangnirtung	41	28	68%	-	-	-
Pond Inlet	47	27	57%	-	-	-
Qikiqtarjuaq	19	12	63%	-	-	-
Resolute	12	3	25%	-	-	-
Sanikiluaq	23	12	52%	-	-	-
Keewatin Region	367	193	53%	-	-	-
Arviat	64	34	53%	-	-	-
Baker Lake	54	33	61%	-	-	-
Chesterfield Inlet	16	10	63%	-	-	-

Aboriginal Employee Distribution by Community (Continued)

at December 31st

	1998			1999		
Region/Community	Total Employees	Aboriginal Employees	% Aboriginal Employees	Total Employees	Aboriginal Employees	% Aboriginal Employees
Keewatin Region (continued)						
Coral Harbour	30	14	47%	-	-	-
Rankin Inlet	175	90	51%	-	-	-
Repulse Bay	17	7	41%	-	-	-
Whale Cove	11	5	45%	-	-	-
Kitikmeot Region	261	133	47%	-	-	-
Cambridge Bay	125	58	46%	-	-	-
Gjoa Haven	33	17	52%	-	-	-
Holman	13	8	62%	-	-	-
Kugluktuk	68	32	47%	-	-	-
Pelly Bay	21	9	43%	-	-	-
Taloyoak	21	9	43%	-	-	-
Total Eastern Arctic	1,372	634	46%	-	-	-
Total Public Service	4,100	1,507	37%	2,749	911	33%

Information in this Report does not include Health Boards, Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation.

Northern Recruitment

at December 31st

	1998			1999		
Department/Board	Total Number of Employees	Employees Recruited in the North	% Northern Recruitment	Total Number of Employees	Employees Recruited in the North	% Northern Recruitment
Executive	66	56	85%	60	50	83%
Legislative Assembly	36	30	83%	28	22	79%
Financial Management Board Secretariat	160	137	86%	121	100	83%
Finance	45	35	78%	45	37	82%
Aboriginal Affairs	28	21	75%	29	22	76%
Municipal and Community Affairs	147	121	82%	119	96	81%
Transportation	270	223	83%	242	205	85%
Public Works and Services	333	242	73%	204	146	72%
Health and Social Services	150	128	85%	150	129	86%
Resources, Wildlife and Economic Development	448	380	85%	359	307	86%
Education, Culture and Employment	237	205	86%	194	171	88%
Justice	384	339	88%	328	292	89%
Total: Departments	**2,304**	**1,917**	**83%**	**1,879**	**1,577**	**84%**
Aurora College	166	130	78%	168	131	78%
Nunavut Arctic College	134	98	73%	-	-	-
Baffin Divisional Education Council	412	255	62%	-	-	-
Beaufort/Delta Divisional Education Council	143	75	52%	161	90	56%
Deh Cho Divisional Education Council	98	63	64%	97	62	64%
Dogrib Divisional Education Council	82	53	65%	83	48	58%
Keewatin Divisional Education Council	204	118	58%	-	-	-
Kitikmeot Divisional Education Council	167	94	56%	-	-	-
Sahtu Divisional Education Council	79	42	53%	79	48	61%
South Slave Divisional Education Council	191	137	72%	194	143	74%
Total: Education Boards/Councils	**1,676**	**1,066**	**64%**	**782**	**522**	**67%**
Northwest Territories Housing Corporation	120	94	78%	88	72	82%
Total of Public Service	**4,100**	**3,076**	**75%**	**2,749**	**2,171**	**79%**

	1998			1999		
Department/Board	Total Number of Employees	Employees Recruited in the North	% Northern Recruitment	Total Number of Employees	Employees Recruited in the North	% Northern Recruitment
Region						
Headquarters	1,336	1,080	81%	1,306	1,071	82%
Fort Smith	916	726	79%	940	746	79%
Inuvik	476	326	68%	503	354	70%
Baffin	724	508	70%	-	-	-
Keewatin	367	254	69%	-	-	-
Kitikmeot	281	182	65%	-	-	-
Total	**4,100**	**3,076**	**75%**	**2,749**	**2,171**	**79%**

Information in this Report does not include Health Boards, Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation

Aboriginal Employee Distribution by Community (Continued)

at December 31st

Region/Community	1998 Total Employees	1998 Aboriginal Employees	1998 % Aboriginal Employees	1999 Total Employees	1999 Aboriginal Employees	1999 % Aboriginal Employees
Keewatin Region (continued)						
Coral Harbour	30	14	47%	-	-	-
Rankin Inlet	175	90	51%	-	-	-
Repulse Bay	17	7	41%	-	-	-
Whale Cove	11	5	45%	-	-	-
Kitikmeot Region	281	133	47%	-	-	-
Cambridge Bay	125	58	46%	-	-	-
Gjoa Haven	33	17	52%	-	-	-
Holman	13	8	62%	-	-	-
Kugluktuk	68	32	47%	-	-	-
Pelly Bay	21	9	43%	-	-	-
Taloyoak	21	9	43%	-	-	-
Total Eastern Arctic	1,372	634	46%	-	-	-
Total Public Service	4,100	1,507	37%	2,749	911	33%

Northern Recruitment

at December 31st

	1998			1999		
Department/Board	**Total Number of Employees**	**Employees Recruited in the North**	**% Northern Recruitment**	**Total Number of Employees**	**Employees Recruited in the North**	**% Northern Recruitment**
Executive	66	56	85%	60	50	83%
Legislative Assembly	36	30	83%	28	22	79%
Financial Management Board Secretariat	160	137	86%	121	100	83%
Finance	45	35	78%	45	37	82%
Aboriginal Affairs	28	21	75%	29	22	76%
Municipal and Community Affairs	147	121	82%	119	96	81%
Transportation	270	223	83%	242	205	85%
Public Works and Services	333	242	73%	204	146	72%
Health and Social Services	150	128	85%	150	129	86%
Resources, Wildlife and Economic Development	448	380	85%	369	307	83%
Education, Culture and Employment	232	203	88%	194	171	88%
Justice	364	330	88%	328	292	89%
Total: Departments	2,304	1,917	83%	1,879	1,577	84%
Aurora College	166	130	78%	168	131	78%
Nunavut Arctic College	134	98	73%	-	-	-
Baffin Divisional Education Council	412	256	62%	-	-	-
Beaufort Delta Divisional Education Council	143	75	52%	161	90	56%
Dehcho Divisional Education Council	98	63	64%	97	62	64%
Deninu Divisional Education Council	82	53	65%	83	48	58%
Kivallivik Divisional Education Council	204	118	58%	-	-	-
Kitikmeot Divisional Education Council	162	94	58%	-	-	-
Sahtu Divisional Education Council	79	42	53%	79	48	61%
South Slave Divisional Education Council	191	137	72%	194	143	74%
Total: Education Boards/Councils	1,676	1,065	64%	782	522	67%
Northwest Territories Housing Corporation	120	94	78%	88	72	82%
Total of Public Service	4,100	3,076	75%	2,749	2,171	79%

	1998			1999		
Department/Board	**Total Number of Employees**	**Employees Recruited in the North**	**% Northern Recruitment**	**Total Number of Employees**	**Employees Recruited in the North**	**% Northern Recruitment**
Region						
Headquarters	1,336	1,080	81%	1,306	1,071	82%
Fort Smith	916	726	79%	940	746	79%
Inuvik	476	326	68%	503	354	70%
Kitikmeot	281	182	65%	-	-	-
Total	4,100	3,076	75%	2,749	2,171	79%

Aboriginal Employment

As December 31st

Department/Board	1998 Total Number of Employees	1998 Number of Aboriginal Employees	1998 % Aboriginal Employees	1999 Total Number of Employees	1999 Number of Aboriginal Employees	1999 % Aboriginal Employees
Executive	66	17	26%	60	15	25%
Legislative Assembly	38	9	25%	28	3	11%
Financial Management Board Secretariat	160	52	33%	121	27	22%
Finance	45	7	16%	45	10	22%
Aboriginal Affairs	28	12	43%	29	12	41%
Municipal and Community Affairs	147	43	29%	119	30	25%
Transportation	270	93	34%	242	87	36%
Public Works and Services	333	120	36%	204	62	30%
Health and Social Services	150	35	23%	150	33	22%
Resources, Wildlife and Economic Development	448	194	43%	359	159	44%
Education, Culture and Employment	237	73	31%	194	61	31%
Justice	384	124	32%	328	108	33%
Aurora College	166	37	22%	168	40	24%
Nunavut Arctic College	134	43	32%	-	-	-
Baffin Divisional Education Council	412	206	50%	-	-	-
Beaufort/Delta Divisional Education Council	143	56	39%	161	66	41%
Dehcho Divisional Education Council	98	47	48%	97	45	46%
Dogrib Divisional Education Council	82	39	48%	83	35	42%
Kivallq Divisional Education Council	204	102	50%	-	-	-
Kitikmeot Divisional Education Council	167	79	47%	-	-	-
Sahtu Divisional Education Council	79	27	34%	79	29	37%
South Slave Divisional Education Council	191	55	29%	194	60	31%
Northwest Territories Housing Corporation	120	37	31%	88	29	33%
Total of Public Service	4,100	1,507	37%	2,749	911	33%

Department/Board	1998 Total Number of Employees	1998 Number of Aboriginal Employees	1998 % Aboriginal Employees	1999 Total Number of Employees	1999 Number of Aboriginal Employees	1999 % Aboriginal Employees
Region						
Headquarters	1,336	266	20%	1,306	259	20%
Fort Smith	916	413	45%	940	439	47%
Inuvik	476	194	41%	503	213	42%
Baffin	724	308	43%	-	-	-
Kivallq	367	193	53%	-	-	-
Kitikmeot	281	133	47%	-	-	-
Total	4,100	1,507	37%	2,749	911	33%

Information in this Report does not include Health Boards, Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation

Indigenous Non-Aboriginal Employment

as December 31st

Department/Board	1998 Total Number of Employees	1998 Number of Indigenous Non-Aboriginal Employees	1998 % of Indigenous Non-Aboriginal Employees	1999 Total Number of Employees	1999 Number of Indigenous Non-Aboriginal Employees	1999 % of Indigenous Non-Aboriginal Employees
Executive	55	13	23%	60	12	20%
Legislative Assembly	36	9	25%	28	6	32%
Financial Management Board Secretariat	150	28	19%	121	27	22%
Finance	45	4	9%	45	4	9%
Aboriginal Affairs	28	6	21%	29	6	21%
Municipal and Community Affairs	147	19	13%	119	21	18%
Transportation	270	36	13%	240	36	15%
Public Works and Services	333	32	10%	204	31	15%
Health and Social Services	110	23	11%	193	23	12%
Resources, Wildlife and Economic Development	448	60	13%	369	44	12%
Education, Culture and Employment	227	23	10%	194	18	10%
Justice	364	61	16%	329	62	19%
Total for Departments	2,304	315	13%	1,879	295	16%
Aurora College	165	11	7%	168	13	8%
Nunavut Arctic College	134	4	3%	-	-	-
Nunavut Arctic College	417	7	2%	-	-	-
Baffin Divisional Education Council	143	6	4%	161	6	4%
Beaufort/Delta Divisional Education Council	98	1	1%	97	2	2%
Dehcho Divisional Education Council	82	2	2%	83	1	1%
Dogrib Divisional Education Council	204	0	0%	-	-	-
Kaiwatin Divisional Education Council	167	0	0%	-	-	-
Kitikmeot Divisional Education Council	79	3	4%	79	3	4%
Sahtu Divisional Education Council	101	17	9%	134	11	8%
South Slave Divisional Education Council	1,878	50	3%	766	40	5%
Total for Education Boards/Councils	1,251	9	7%	88	10	11%
Northwest Territories Housing Corporation						
	4,155	314	8%	2,748	345	13%
Total of Public Service						

Department/Board	1998 Total Number of Employees	1998 Number of Indigenous Non-Aboriginal Employees	1998 % of Indigenous Non-Aboriginal Employees	1999 Total Number of Employees	1999 Number of Indigenous Non-Aboriginal Employees	1999 % of Indigenous Non-Aboriginal Employees
Region	1,339	228	17%	1,306	230	18%
Headquarters	916	77	8%	940	81	9%
Fort Smith	476	31	7%	503	25	5%
Inuvik	724	18	2%	-	-	-
Baffin	367	5	1%	-	-	-
Kaiwatin	261	3	1%	-	-	-
Kitikmeot	4,155	314	8%	2,748	345	13%
Total						

Aboriginal Employment

at December 31st

	1998			1999		
Department/Board	Total Number of Employees	Number of Aboriginal Employees	% Aboriginal Employees	Total Number of Employees	Number of Aboriginal Employees	% Aboriginal Employees
Executive	66	17	26%	60	15	25%
Legislative Assembly	36	9	25%	28	3	11%
Financial Management Board Secretariat	160	52	33%	121	27	22%
Finance	45	7	16%	45	10	22%
Aboriginal Affairs	28	12	43%	29	12	41%
Municipal and Community Affairs	147	43	29%	119	30	25%
Transportation	270	93	34%	242	87	36%
Public Works and Services	333	120	36%	204	62	30%
Health and Social Services	150	35	23%	150	33	22%
Resources, Wildlife and Economic Development	448	194	43%	359	159	44%
Education, Culture and Employment	237	73	31%	194	61	31%
Justice	384	124	32%	328	108	33%
Aurora College	166	37	22%	168	40	24%
Nunavut Arctic College	134	43	32%	-	-	-
Baffin Divisional Education Council	412	206	50%	-	-	-
Beaufort Delta Divisional Education Council	143	56	39%	161	66	41%
Deh Cho Divisional Education Council	98	47	48%	97	45	46%
Dogrib Divisional Education Council	82	39	48%	83	35	42%
Keewatin Divisional Education Council	204	102	50%	-	-	-
Kitikmeot Divisional Education Council	167	79	47%	-	-	-
Sahtu Divisional Education Council	79	27	34%	79	29	37%
South Slave Divisional Education Council	191	55	29%	194	60	31%
Northwest Territories Housing Corporation	120	37	31%	88	29	33%
Total of Public Service	4,100	1,507	37%	2,749	911	33%

	1998			1999		
Department/Board	Total Number of Employees	Number of Aboriginal Employees	% Aboriginal Employees	Total Number of Employees	Number of Aboriginal Employees	% Aboriginal Employees
Region						
Headquarters	1,336	266	20%	1,306	259	20%
Fort Smith	916	413	45%	940	439	47%
Inuvik	476	194	41%	503	213	42%
Baffin	724	308	43%	-	-	-
Keewatin	367	193	53%	-	-	-
Kitikmeot	281	133	47%	-	-	-
Total	4,100	1,507	37%	2,749	911	33%

Information in this Report does not include Health Boards, Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation

Indigenous Non-Aboriginal Employment

at December 31st

	1998			1999		
Department/Board	**Total Number of Employees**	**Number of Indigenous Non-Aboriginal Employees**	**% of Indigenous Non-Aboriginal Employees**	**Total Number of Employees**	**Number of Indigenous Non-Aboriginal Employees**	**% of Indigenous Non-Aboriginal Employees**
Executive	66	15	23%	60	12	20%
Legislative Assembly	36	9	25%	28	9	32%
Financial Management Board Secretariat	160	28	18%	121	27	22%
Finance	45	4	9%	45	4	9%
Aboriginal Affairs	28	6	21%	29	6	21%
Municipal and Community Affairs	147	19	13%	119	21	18%
Transportation	270	36	13%	242	36	15%
Public Works and Services	333	32	10%	204	31	15%
Health and Social Services	150	23	15%	150	23	15%
Resources, Wildlife and Economic Development	448	44	10%	359	44	12%
Education, Culture and Employment	237	23	10%	194	20	10%
Justice	384	61	16%	328	62	19%
Total for Departments	2,304	300	13%	1,879	295	16%
Aurora College	166	11	7%	168	13	8%
Nunavut Arctic College	134	4	3%	-	-	-
Baffin Divisional Education Council	412	2	0%	-	-	-
Beaufort/Delta Divisional Education Council	143	8	6%	161	6	4%
Deh Cho Divisional Education Council	98	1	1%	97	2	2%
Dogrib Divisional Education Council	82	2	2%	83	1	1%
Keewatin Divisional Education Council	204	0	0%	-	-	-
Kitikmeot Divisional Education Council	167	0	0%	-	-	-
Sahtu Divisional Education Council	79	5	6%	79	3	4%
South Slave Divisional Education Council	191	17	9%	194	15	8%
Total for Education Boards/Councils	1,676	50	3%	782	40	5%
Northwest Territories Housing Corporation	120	8	7%	88	10	11%
Total of Public Service	4,100	358	9%	2,749	345	13%

	1998			1999		
Department/Board	**Total Number of Employees**	**Number of Indigenous Non-Aboriginal Employees**	**% of Indigenous Non-Aboriginal Employees**	**Total Number of Employees**	**Number of Indigenous Non-Aboriginal Employees**	**% of Indigenous Non-Aboriginal Employees**
Region						
Headquarters	1,336	228	17%	1,306	239	18%
Fort Smith	916	77	8%	940	81	9%
Inuvik	476	31	7%	503	25	5%
Baffin	724	14	2%	-	-	-
Keewatin	367	5	1%	-	-	-
Kitikmeot	281	3	1%	-	-	-
Total	4,100	358	9%	2,749	345	13%

Information in this Report does not include Health Boards, Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation

Disabled Persons Employment

at December 31st

	1998			1999		
Department/Board	**Total Number of Employees**	**Number of Disabled Employees**	**% of Disabled Employees**	**Total Number of Employees**	**Number of Disabled Employees**	**% of Disabled Employees**
Executive	66	0	0%	60	0	0%
Legislative Assembly	36	0	0%	28	0	0%
Financial Management Board Secretariat	160	1	1%	121	0	0%
Finance	45	0	0%	45	0	0%
Aboriginal Affairs	28	0	0%	29	0	0%
Municipal and Community Affairs	147	1	1%	119	0	0%
Transportation	270	2	1%	242	2	1%
Public Works and Services	333	4	1%	204	4	2%
Health and Social Services	150	1	1%	150	2	1%
Resources, Wildlife and Economic Development	448	2	0%	359	1	0%
Education, Culture and Employment	237	0	0%	194	0	0%
Justice	384	2	1%	328	2	1%
Total for Departments	2,304	13	1%	1,879	11	1%
Aurora College	166	0	0%	168	0	0%
Nunavut Arctic College	134	1	1%	-	-	-
Baffin Divisional Education Council	412	4	1%	-	-	-
Beaufort/Delta Divisional Education Council	143	1	1%	161	1	1%
Deh Cho Divisional Education Council	98	0	0%	97	0	0%
Dogrib Divisional Education Council	82	0	0%	83	0	0%
Keewatin Divisional Education Council	204	0	0%	-	-	-
Kitikmeot Divisional Education Council	167	0	0%	-	-	-
Sahtu Divisional Education Council	79	0	0%	79	1	1%
South Slave Divisional Education Council	191	1	1%	194	1	1%
Total for Education Boards/Councils	1,676	7	0%	782	3	0%
Northwest Territories Housing Corporation	120	2	2%	88	2	2%
Total of Public Service	4,100	22	1%	2,749	16	1%

	1998			1999		
Department/Board	**Total Number of Employees**	**Number of Disabled Employees**	**% of Disabled Employees**	**Total Number of Employees**	**Number of Disabled Employees**	**% of Disabled Employees**
Region						
Headquarters	1,336	6	0%	1,306	7	1%
Fort Smith	916	4	0%	940	4	0%
Inuvik	476	4	1%	503	5	1%
Baffin	724	7	1%	-	-	-
Keewatin	367	0	0%	-	-	-
Kitikmeot	281	1	0%	-	-	-
Total	4,100	22	1%	2,749	16	1%

Information in this Report does not include Health Boards, Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation

Women in Management

at December 31st

Department/Board	1998 Total Mgmt. Employees	1998 Number of Women in Mgmt.	1998 % of Women in Mgmt.	1999 Total Mgmt. Employees	1999 Number of Women in Mgmt.	1999 % of Women in Mgmt.
Executive	12	6	50%	16	6	38%
Legislative Assembly	5	1	20%	5	2	40%
Financial Management Board Secretariat	16	4	25%	22	6	27%
Finance	8	3	38%	9	2	22%
Aboriginal Affairs	6	0	0%	8	1	13%
Municipal and Community Affairs	18	3	17%	20	4	20%
Transportation	14	1	7%	20	1	5%
Public Works and Services	16	2	13%	17	1	6%
Health and Social Services	9	4	44%	11	4	36%
Resources, Wildlife and Economic Development	39	3	8%	35	4	11%
Education, Culture and Employment	18	8	44%	18	6	33%
Justice	17	5	29%	21	8	38%
Total for Departments	**178**	**40**	**22%**	**202**	**45**	**22%**
Aurora College	14	7	50%	19	12	63%
Nunavut Arctic College	11	4	36%	-	-	-
Baffin Divisional Education Council	5	1	20%	-	-	-
Beaufort/Delta Divisional Education Council	2	2	100%	13	4	31%
Deh Cho Divisional Education Council	1	0	0%	11	6	55%
Dogrib Divisional Education Council	-	-	0%	9	2	22%
Keewatin Divisional Education Council	2	0	0%	-	-	-
Kitikmeot Divisional Education Council	2	1	50%	-	-	-
Sahtu Divisional Education Council	-	-	0%	7	3	43%
South Slave Divisional Education Council	1	0	0%	10	3	30%
Total for Education Boards/Councils	**38**	**15**	**39%**	**69**	**30**	**43%**
Northwest Territories Housing Corporation	12	0	0%	14	2	14%
Total of Public Service	**228**	**55**	**24%**	**285**	**77**	**27%**

Department/Board	1998 Total Management Employees	1998 Number of Women in Management	1998 % of Women in Management	1999 Total Management Employees	1999 Number of Women in Management	1999 % of Women in Management
Region						
Headquarters	134	33	25%	175	40	23%
Fort Smith	34	6	18%	69	24	35%
Inuvik	17	7	41%	41	13	32%
Baffin	24	7	29%	-	-	-
Keewatin	8	1	13%	-	-	-
Kitikmeot	11	1	9%	-	-	-
Total	**228**	**55**	**24%**	**285**	**77**	**27%**

Disabled Persons Employment

at December 31st

	1998			1999		
Department/Board	**Total Number of Employees**	**Number of Disabled Employees**	**% of Disabled Employees**	**Total Number of Employees**	**Number of Disabled Employees**	**% of Disabled Employees**
Executive	66	0	0%	60	0	0%
Legislative Assembly	36	0	0%	28	0	0%
Financial Management Board Secretariat	160	1	1%	121	0	0%
Finance	45	0	0%	45	0	0%
Aboriginal Affairs	28	0	0%	29	0	0%
Municipal and Community Affairs	147	1	1%	119	0	0%
Transportation	270	2	1%	242	2	1%
Public Works and Services	333	4	1%	204	4	2%
Health and Social Services	150	1	1%	150	2	1%
Resources, Wildlife and Economic Development	448	2	0%	359	1	0%
Education, Culture and Employment	237	0	0%	194	0	0%
Justice	384	2	1%	328	2	1%
Total for Departments	2,304	13	1%	1,879	11	1%
Aurora College	166	0	0%	168	0	0%
Nunavut Arctic College	134	1	1%	-	-	-
Baffin Divisional Education Council	412	4	1%	-	-	-
Beaufort/Delta Divisional Education Council	143	1	1%	161	1	1%
Deh Cho Divisional Education Council	98	0	0%	97	0	0%
Dogrib Divisional Education Council	82	0	0%	83	0	0%
Keewatin Divisional Education Council	204	0	0%	-	-	-
Kitikmeot Divisional Education Council	167	0	0%	-	-	-
Sahtu Divisional Education Council	79	0	0%	79	1	1%
South Slave Divisional Education Council	191	1	1%	194	1	1%
Total for Education Boards/Councils	1,676	7	0%	782	3	0%
Northwest Territories Housing Corporation	120	2	2%	88	2	2%
Total of Public Service	4,100	22	1%	2,749	16	1%

	1998			1999		
Department/Board	**Total Number of Employees**	**Number of Disabled Employees**	**% of Disabled Employees**	**Total Number of Employees**	**Number of Disabled Employees**	**% of Disabled Employees**
Region						
Headquarters	1,336	6	0%	1,306	7	1%
Fort Smith	916	4	0%	940	4	0%
Inuvik	476	4	1%	503	5	1%
Baffin	724	7	1%	-	-	-
Keewatin	367	0	0%	-	-	-
Kitikmeot	281	1	0%	-	-	-
Total	4,100	22	1%	2,749	16	1%

Information in this Report does not include Health Boards, Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation

Women in Management

at December 31st

	1998			1999		
Department/Board	**Total Mgmt. Employees**	**Number of Women in Mgmt.**	**% of Women in Mgmt.**	**Total Mgmt. Employees**	**Number of Women in Mgmt.**	**% of Women in Mgmt.**
Executive	12	6	50%	16	6	38%
Legislative Assembly	5	1	20%	5	2	40%
Financial Management Board Secretariat	16	4	25%	22	6	27%
Finance	8	3	38%	9	2	22%
Aboriginal Affairs	6	0	0%	8	1	13%
Municipal and Community Affairs	18	3	17%	20	4	20%
Transportation	14	1	7%	20	1	5%
Public Works and Services	16	2	13%	17	1	6%
Health and Social Services	9	4	44%	11	4	36%
Resources, Wildlife and Economic Development	39	3	8%	35	4	11%
Education, Culture and Employment	18	8	44%	18	6	33%
Justice	17	5	29%	21	8	38%
Total for Departments	178	40	22%	202	45	22%
Aurora College	14	7	50%	19	12	63%
Nunavut Arctic College	11	4	36%	-	-	-
Baffin Divisional Education Council	5	1	20%	-	-	-
Beaufort/Delta Divisional Education Council	2	2	100%	13	4	31%
Deh Cho Divisional Education Council	1	0	0%	11	6	55%
Dogrib Divisional Education Council	-	-	0%	9	2	22%
Keewatin Divisional Education Council	2	0	0%	-	-	-
Kitikmeot Divisional Education Council	2	1	50%	-	-	-
Sahtu Divisional Education Council	-	-	0%	7	3	43%
South Slave Divisional Education Council	1	0	0%	10	3	30%
Total for Education Boards/Councils	38	15	39%	69	30	43%
Northwest Territories Housing Corporation	12	0	0%	14	2	14%
Total of Public Service	228	55	24%	285	77	27%

	1998			1999		
Department/Board	**Total Management Employees**	**Number of Women in Management**	**% of Women in Management**	**Total Management Employees**	**Number of Women in Management**	**% of Women in Management**
Region						
Headquarters	134	33	25%	175	40	23%
Fort Smith	34	6	18%	69	24	35%
Inuvik	17	7	41%	41	13	32%
Baffin	24	7	29%	-	-	-
Keewatin	8	1	13%	-	-	-
Kitikmeot	11	1	9%	-	-	-
Total	228	55	24%	285	77	27%

Aboriginal Managers

at December 31st

	1998			1999		
Department/Board	**Total Mgmt. Employees**	**Number of Aboriginal Managers**	**% of Aboriginal Managers**	**Total Mgmt. Employees**	**Number of Aboriginal Managers**	**% of Aboriginal Managers**
Executive	12	1	8%	16	3	19%
Legislative Assembly	5	0	0%	5	0	0%
Financial Management Board Secretariat	16	2	13%	22	3	14%
Finance	8	1	13%	9	1	11%
Aboriginal Affairs	6	3	50%	8	3	38%
Municipal and Community Affairs	18	6	33%	20	5	25%
Transportation	14	2	14%	20	2	10%
Public Works and Services	16	1	6%	17	2	12%
Health and Social Services	9	0	0%	11	0	0%
Resources, Wildlife and Economic Development	39	4	10%	35	5	14%
Education, Culture and Employment	18	5	28%	18	4	22%
Justice	17	2	12%	21	2	10%
Total for Departments	**178**	**27**	**15%**	**202**	**30**	**15%**
Aurora College	14	2	14%	19	2	11%
Nunavut Arctic College	11	0	0%	-	-	-
Baffin Divisional Education Council	5	0	0%	-	-	-
Beaufort/Delta Divisional Education Council	2	1	50%	13	1	8%
Deh Cho Divisional Education Council	1	0	0%	11	0	0%
Dogrib Divisional Education Council	0	0	0%	9	2	22%
Keewatin Divisional Education Council	2	0	0%	-	-	-
Kitikmeot Divisional Education Council	2	0	0%	-	-	-
Sahtu Divisional Education Council	0	0	0%	7	2	29%
South Slave Divisional Education Council	1	0	0%	10	1	10%
Total for Education Boards/Councils	**38**	**3**	**8%**	**69**	**8**	**12%**
Northwest Territories Housing Corporation	12	2	17%	14	3	21%
Total of Public Service	**228**	**32**	**14%**	**285**	**41**	**14%**

	1998			1999		
Department/Board	**Total Mgmt. Employees**	**Number of Aboriginal Managers**	**% of Aboriginal Managers**	**Total Mgmt. Employees**	**Number of Aboriginal Managers**	**% of Aboriginal Managers**
Region						
Headquarters	134	13	10%	175	18	10%
Fort Smith	34	11	32%	69	16	23%
Inuvik	17	3	18%	41	7	17%
Baffin	24	1	4%	-	-	-
Keewatin	8	0	0%	-	-	-
Kitikmeot	11	4	36%	-	-	-
Total	**228**	**32**	**14%**	**285**	**41**	**14%**

Information in this Report does not include Health Boards, Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation

Women in Non-Traditional Employment

at December 31st

	1998			1999		
Department/Board	**Employees in Non-Traditional Employment**	**Women in Non-Traditional Employment**	**% of Women in Non-Trad. Employment**	**Employees in Non-Traditional Employment**	**Women in Non-Traditional Employment**	**% of Women in Non-Trad. Employment**
Executive	1	0	0%	1	0	0%
Legislative Assembly	2	0	0%	3	0	0%
Financial Management Board Secretariat	28	11	39%	20	10	50%
Finance	2	1	50%	6	2	33%
Aboriginal Affairs	-	-	-	-	-	-
Municipal and Community Affairs	27	6	22%	9	1	11%
Transportation	146	9	6%	110	5	5%
Public Works and Services	185	8	4%	86	4	5%
Health and Social Services	9	1	11%	14	0	0%
Resources, Wildlife and Economic Development	156	11	7%	168	14	8%
Education, Culture and Employment	6	2	33%	4	2	50%
Justice	146	44	30%	106	29	27%
Total for Departments	**708**	**93**	**13%**	**527**	**67**	**13%**
Aurora College	3	0	0%	2	0	0%
Nunavut Arctic College	2	1	50%	-	-	-
Baffin Divisional Education Council	-	-	-	-	-	-
Beaufort/Delta Divisional Education Council	-	-	-	-	-	-
Deh Cho Divisional Education Council	1	1	100%	-	-	-
Dogrib Divisional Education Council	-	-	-	1	0	0%
Keewatin Divisional Education Council	1	1	100%	-	-	-
Kitikmeot Divisional Education Council	-	-	-	-	-	-
Sahtu Divisional Education Council	-	-	-	-	-	-
South Slave Divisional Education Council	-	-	-	-	-	-
Total for Education Boards/Councils	**7**	**3**	**43%**	**3**	**0**	**0%**
Northwest Territories Housing Corporation	13	2	15%	9	3	33%
Total of Public Service	**728**	**98**	**13%**	**539**	**70**	**13%**

	1998			1999		
Department/Board	**Employees in Non-Traditional Employment**	**Women in Non-Traditional Employment**	**% of Women in Non-Trad. Employment**	**Employees in Non-Traditional Employment**	**Women in Non-Traditional Employment**	**% of Women in Non-Trad. Employment**
Region						
Headquarters	270	40	15%	264	39	15%
Fort Smith	215	35	16%	192	26	14%
Inuvik	91	5	5%	83	5	6%
Baffin	83	11	13%	-	-	-
Keewatin	46	5	11%	-	-	-
Kitikmeot	23	2	9%	-	-	-
Total	**728**	**98**	**13%**	**539**	**70**	**13%**

Information in this Report does not include Health Boards, Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation

Aboriginal Managers

at December 31st

	1998			1999		
Department/Board	**Total Mgmt. Employees**	**Number of Aboriginal Managers**	**% of Aboriginal Managers**	**Total Mgmt. Employees**	**Number of Aboriginal Managers**	**% of Aboriginal Managers**
Executive	12	1	8%	16	3	19%
Legislative Assembly	5	0	0%	5	0	0%
Financial Management Board Secretariat	16	2	13%	22	3	14%
Finance	8	1	13%	9	1	11%
Aboriginal Affairs	6	3	50%	8	3	38%
Municipal and Community Affairs	18	6	33%	20	5	25%
Transportation	14	2	14%	20	2	10%
Public Works and Services	16	1	6%	17	2	12%
Health and Social Services	9	0	0%	11	0	0%
Resources, Wildlife and Economic Development	39	4	10%	35	5	14%
Education, Culture and Employment	18	5	28%	18	4	22%
Justice	17	2	12%	21	2	10%
Total for Departments	178	27	15%	202	30	15%
Aurora College	14	2	14%	19	2	11%
Nunavut Arctic College	11	0	0%	-	-	-
Baffin Divisional Education Council	5	0	0%	-	-	-
Beaufort Delta Divisional Education Council	2	1	50%	13	1	8%
Deh Cho Divisional Education Council	1	0	0%	11	0	0%
Dogrib Divisional Education Council	0	0	0%	9	2	22%
Keewatin Divisional Education Council	2	0	0%	-	-	-
Kitikmeot Divisional Education Council	2	0	0%	-	-	-
Sahtu Divisional Education Council	0	0	0%	7	2	29%
South Slave Divisional Education Council	1	0	0%	10	1	10%
Total for Education Boards/Councils	38	3	8%	69	8	12%
Northwest Territories Housing Corporation	12	2	17%	14	3	21%
Total of Public Service	228	32	14%	285	41	14%

	1998			1999		
Department/Board	**Total Mgmt. Employees**	**Number of Aboriginal Managers**	**% of Aboriginal Managers**	**Total Mgmt. Employees**	**Number of Aboriginal Managers**	**% of Aboriginal Managers**
Region						
Headquarters	134	13	10%	175	18	10%
Fort Smith	34	11	32%	69	16	23%
Inuvik	17	3	18%	41	7	17%
Baffin	24	1	4%	-	-	-
Keewatin	8	0	0%	-	-	-
Kitikmeot	11	4	36%	-	-	-
Total	228	32	14%	285	41	14%

Information in this Report does not include Health Boards, Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation

Women in Non-Traditional Employment

at December 31st

	1998			1999		
Department/Board	**Employees in Non-Traditional Employment**	**Women in Non-Traditional Employment**	**% of Women in Non-Trad. Employment**	**Employees in Non-Traditional Employment**	**Women in Non-Traditional Employment**	**% of Women in Non-Trad. Employment**
Executive	1	0	0%	1	0	0%
Legislative Assembly	2	0	0%	3	0	0%
Financial Management Board Secretariat	28	11	39%	20	10	50%
Finance	2	1	50%	6	2	33%
Aboriginal Affairs	-	-	-	-	-	-
Municipal and Community Affairs	27	6	22%	9	1	11%
Transportation	146	9	6%	110	5	5%
Public Works and Services	185	8	4%	86	4	5%
Health and Social Services	9	1	11%	14	0	0%
Resources, Wildlife and Economic Development	156	11	7%	168	14	8%
Education, Culture and Employment	6	2	33%	4	2	50%
Justice	146	44	30%	106	29	27%
Total for Departments	708	93	13%	527	67	13%
Aurora College	3	0	0%	2	0	0%
Nunavut Arctic College	2	1	50%	-	-	-
Baffin Divisional Education Council	-	-	-	-	-	-
Beaufort/Delta Divisional Education Council	-	-	-	-	-	-
Dehcho Divisional Education Council	1	1	100%	-	-	-
Dogrib Divisional Education Council	-	-	-	1	0	0%
Kevaatin Divisional Education Council	1	1	100%	-	-	-
Kitikmeot Divisional Education Council	-	-	-	-	-	-
Sahtu Divisional Education Council	-	-	-	-	-	-
South Slave Divisional Education Council	-	-	-	-	-	-
Total for Education Boards/Councils	7	3	43%	3	0	0%
Northwest Territories Housing Corporation	13	2	15%	9	3	33%
Total of Public Service	728	98	13%	539	70	13%

	1998			1999		
Department/Board	**Employees in Non-Traditional Employment**	**Women in Non-Traditional Employment**	**% of Women in Non-Trad. Employment**	**Employees in Non-Traditional Employment**	**Women in Non-Traditional Employment**	**% of Women in Non-Trad. Employment**
Region						
Headquarters	270	40	15%	264	39	15%
Fort Smith	215	35	16%	192	26	14%
Inuvik	91	5	5%	83	5	6%
Baffin	83	11	13%	-	-	-
Kevaatin	46	5	11%	-	-	-
Kitikmeot	23	2	9%	-	-	-
Total	728	98	13%	539	70	13%

Employees Receiving Bilingual Bonus/Language Allowances

at December 31st

	1998			1999		
Department/Board	Total Number of Employees	Employees Receiving Allowances	% Receiving Allowances	Total Number of Employees	Employees Receiving Allowances	% Receiving Allowances
Executive	66	2	3%	60	1	2%
Legislative Assembly	36	4	11%	28	0	0%
Financial Management Board Secretariat	160	11	7%	121	0	0%
Finance	45	0	0%	45	1	2%
Aboriginal Affairs	28	1	4%	29	1	3%
Municipal and Community Affairs	147	16	11%	119	3	3%
Transportation	270	5	2%	242	0	0%
Public Works and Services	333	16	5%	204	4	2%
Health and Social Services	150	4	3%	150	1	1%
Resources, Wildlife and Economic Development	448	35	8%	359	10	3%
Education, Culture and Employment	237	30	13%	194	15	8%
Justice	384	47	12%	328	13	4%
Total for Departments	2,304	171	7%	1,879	49	3%
Aurora College	168	1	1%	168	1	1%
Nunavut Arctic College	134	25	19%	-	-	-
Baffin Divisional Education Council	412	162	39%	-	-	-
Beaufort/Delta Divisional Education Council	143	13	9%	161	16	10%
Deh Cho Divisional Education Council	98	20	20%	97	20	21%
Dogrib Divisional Education Council	82	27	33%	83	26	31%
Keewatin Divisional Education Council	204	80	39%	-	-	-
Kitikmeot Divisional Education Council	167	47	28%	-	-	-
Sahtu Divisional Education Council	79	15	19%	79	17	22%
South Slave Divisional Education Council	191	8	4%	194	8	4%
Total for Education Boards/Councils	1,676	398	24%	782	88	11%
Northwest Territories Housing Corporation	120	11	9%	88	3	3%
Total of Public Service	4,100	580	14%	2,749	140	5%

	1998			1999		
Department/Board	Total Number of Employees	Employees Receiving Allowances	% Receiving Allowances	Total Number of Employees	Employees Receiving Allowances	% Receiving Allowances
Region						
Headquarters	1,336	49	4%	1,306	67	5%
Fort Smith	916	68	7%	940	42	4%
Inuvik	476	39	8%	503	37	7%
Baffin	724	251	35%	-	-	-
Keewatin	367	109	30%	-	-	-
Kitikmeot	281	64	23%	-	-	-
Total	4,100	580	14%	2,749	146	5%

Information in this Report does not include Health Board's, Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation

Employee Turnover

Department/Board	1998 Percentage Turnover	1999 Percentage Turnover
Executive	16.3	17.6
Legislative Assembly	11.9	25.0
Financial Management Board Secretariat	23.1	18.4
Finance	28.9	13.6
Aboriginal Affairs	11.8	7.0
Municipal and Community Affairs	25.4	9.7
Transportation	20.6	12.9
Public Works and Services	17.2	8.1
Health and Social Services	20.1	21.8
Resources, Wildlife and Economic Development	15.2	10.0
Education, Culture and Employment	20.3	12.4
Justice	15.4	11.7
Aurora College	19.3	22.8
Nunavut Arctic College	46.4	-
Baffin Divisional Education Council	23.5	-
Beaufort/Delta Divisional Education Council	34.4	27.0
Deh Cho Divisional Education Council	13.3	22.6
Dogrib Divisional Education Council	17.4	20.6
Keewatin Divisional Education Council	16.4	-
Kitikmeot Divisional Education Council	23.9	-
Sahtu Divisional Education Council	57.5	29.1
South Slave Divisional Education Council	18.2	36.9
Northwest Territories Housing Corporation	28.8	7.0
Overall Average	**21.8**	**16.7**

Department/Board	1998 Percentage Turnover	1999 Percentage Turnover
Region		
Headquarters	16.7	13.9
Fort Smith	18.6	18.0
Inuvik	30.7	21.7
Baffin	28.7	-
Keewatin	21.5	-
Kitikmeot	20.4	-
Overall Average	**21.8**	**16.7**

Employees Receiving Bilingual Bonus/Language Allowances

at December 31st

	1998			1999		
Department/Board	Total Number of Employees	Employees Receiving Allowances	% Receiving Allowances	Total Number of Employees	Employees Receiving Allowances	% Receiving Allowances
Executive	66	2	3%	60	1	2%
Legislative Assembly	36	4	11%	28	0	0%
Financial Management Board Secretariat	160	11	7%	121	0	0%
Finance	45	0	0%	45	1	2%
Aboriginal Affairs	28	1	4%	29	1	3%
Municipal and Community Affairs	147	16	11%	119	3	3%
Transportation	270	5	2%	242	0	0%
Public Works and Services	333	16	5%	234	4	2%
Health and Social Services	510	4	3%	510	1	1%
Resources, Wildlife and Economic Development	449	35	8%	359	10	3%
Education, Culture and Employment	237	30	13%	194	15	8%
Justice	364	47	13%	328	13	4%
Total for Departments	2,304	171	7%	1,879	49	3%
Aurora College	168	1	1%	168	1	1%
Nunavut Arctic College	134	25	19%	-	-	-
Dogrib Divisional Education Council	412	162	39%	-	-	-
Gwich'in Uta Divisional Education Council	143	13	9%	161	16	10%
Deh Cho Divisional Education Council	98	20	20%	87	20	23%
Sahtu Divisional Education Council	82	27	33%	83	26	31%
Yellowknife Divisional Education Council	204	80	39%	-	-	-
Nunavut Divisional Education Council	567	47	28%	-	-	-
Stanton Divisional Education Council	79	15	19%	79	17	22%
South Slave Divisional Education Council	195	8	4%	196	8	4%
Total for Education Boards/Councils	1,676	398	24%	782	88	11%
Northwest Territories Housing Corporation	120	11	9%	68	3	3%
Total of Public Service	4,100	580	14%	2,729	140	5%

	1998			1999		
Department/Board	Total Number of Employees	Employees Receiving Allowances	% Receiving Allowances	Total Number of Employees	Employees Receiving Allowances	% Receiving Allowances
Region						
Headquarters	1,336	83	6%	1,336	67	5%
Fort Smith	916	68	7%	940	42	4%
Hay River	476	39	8%	503	37	7%
Inuvik	774	253	33%	-	-	-
Kivalliq	367	109	30%	-	-	-
Kitikmeot	231	64	28%	-	-	-
Total	4,100	580	14%	2,729	146	5%

Information in this Report does not include Health Boards, Workers' Compensation Board of the NWT and Nunavut or the NWT Power Corporation

Employee Turnover

Department/Board	1998 Percentage Turnover	1999 Percentage Turnover
Executive	16.3	17.6
Legislative Assembly	11.9	25.0
Financial Management Board Secretariat	23.1	16.4
Finance	28.9	13.6
Aboriginal Affairs	11.8	7.0
Municipal and Community Affairs	25.4	9.7
Transportation	20.6	17.9
Public Works and Services	17.2	8.1
Health and Social Services	20.1	21.8
Resources, Wildlife and Economic Development	15.2	10.0
Education, Culture and Employment	20.3	17.4
Justice	15.4	11.7
Aurora College	19.3	27.8
Nunavut Arctic College	16.4	-
Baffin Divisional Education Council	23.5	-
Beaufort/Delta Divisional Education Council	34.4	27.0
Dehcho Divisional Education Council	13.3	27.6
Sahtu Divisional Education Council	17.4	20.6
Kivallivik Divisional Education Council	16.4	-
Kitikmeot Divisional Education Council	23.9	-
Sahtu Divisional Education Council	17.5	29.1
South Slave Divisional Education Council	16.2	36.9
Northwest Territories Housing Corporation	28.8	7.0
Overall Average	**21.5**	**16.7**

Department/Board	1998 Percentage Turnover	1999 Percentage Turnover
Region		
Headquarters	16.7	13.9
Fort Smith	16.6	18.0
Inuvik	30.7	21.7
Baffin	28.7	-
Kivallivik	23.5	-
Kitikmeot	26.4	-
Overall Average	**21.5**	**16.7**